

Risk Management & implementation challenges

Published from 02.03.2010 to 15.04.2010

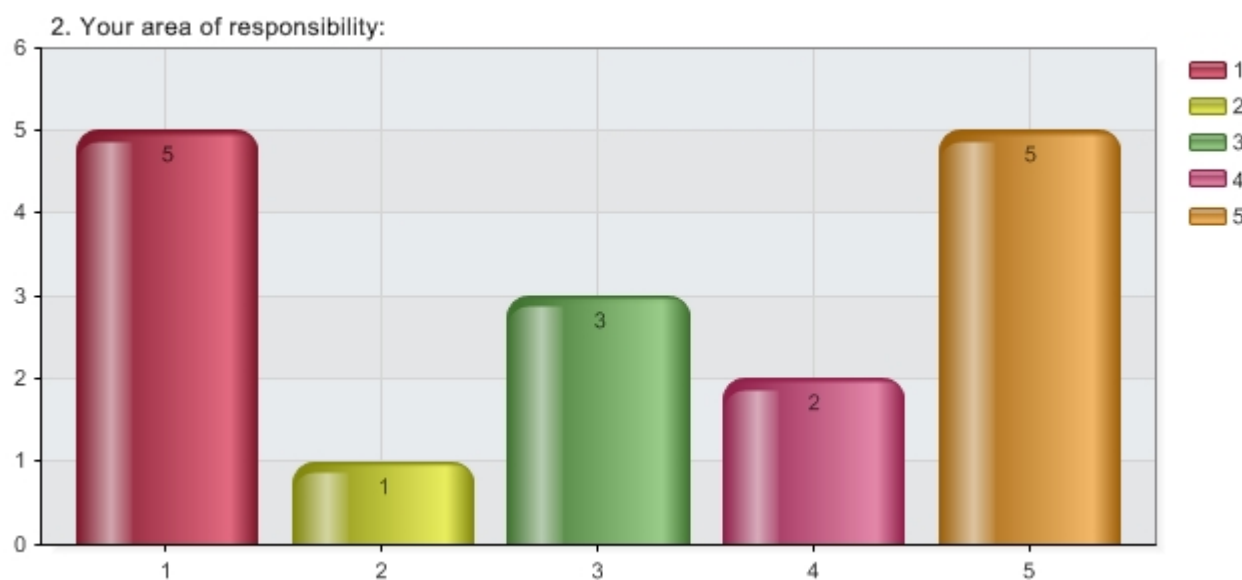
18 responses (18 unique)

Introduction

Presentation of all the survey results.

No adjustments have been made.

2. Your area of responsibility:



| Alternatives | Percent | Value |
|---------------------------|---------|-------|
| 1 Finance | 31,3 % | 5 |
| 2 Risk Management | 6,3 % | 1 |
| 3 Internal audit | 18,8 % | 3 |
| 4 Board / audit committee | 12,5 % | 2 |
| 5 Other (please specify) | 31,3 % | 5 |
| Total | | 16 |

Reply 1

Corporate Services - includes all the above plus HR

Reply 2

Research and Enterprise Management

Reply 3

All of the listed items

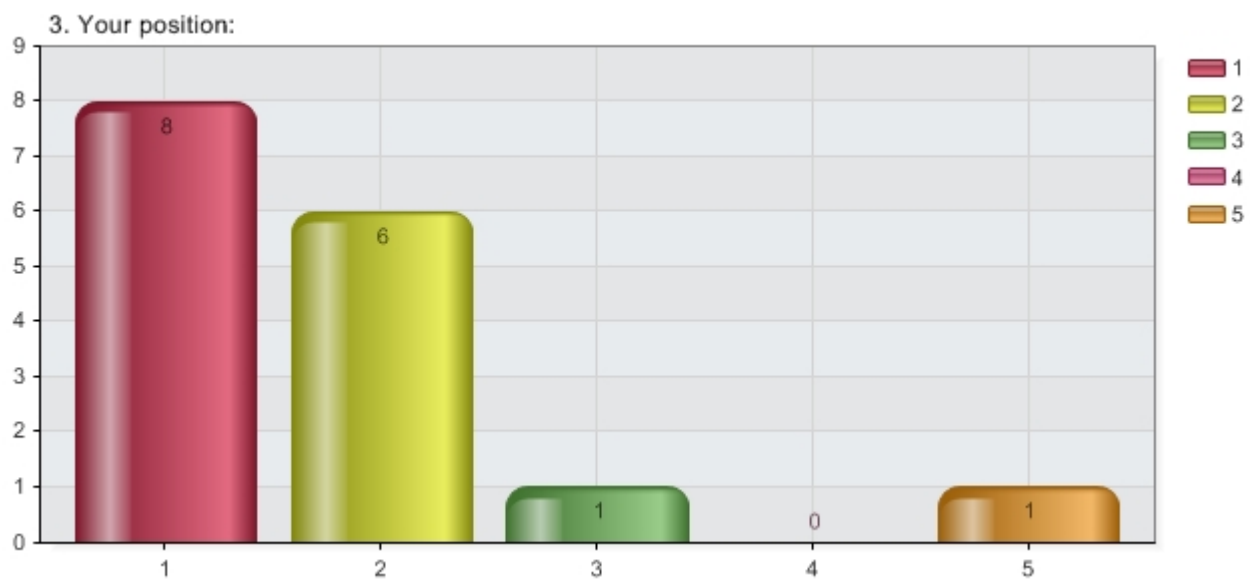
Reply 4

sponsored programs

Reply 5

Risk management, Internal Audit and Board Audit Committee

3. Your position:



| Alternatives | Percent | Value |
|---------------------------------|---------|-------|
| 1 Executive manager | 50,0 % | 8 |
| 2 Senior / middle / line manger | 37,5 % | 6 |
| 3 Project manager | 6,3 % | 1 |
| 4 Staff / employee | 0,0 % | 0 |
| 5 Other (please specify) | 6,3 % | 1 |
| Total | | 16 |

Reply 1

Head of Audit & Compliance

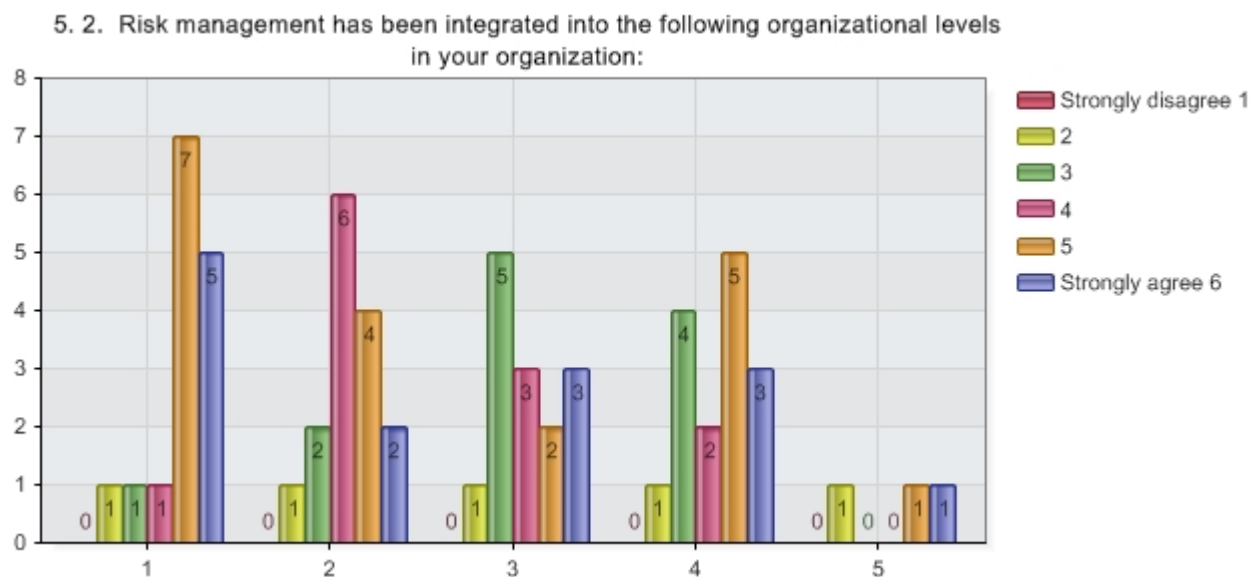
4. 1. How far do you consider your organization is on its journey towards full implementation of risk management?



| Alternatives | Percent | Value |
|-------------------|---------|-------|
| 1 Not started 1 | 6,3 % | 1 |
| 2 2 | 0,0 % | 0 |
| 3 3 | 12,5 % | 2 |
| 4 4 | 31,3 % | 5 |
| 5 5 | 50,0 % | 8 |
| 6 Best practice 6 | 0,0 % | 0 |
| Total | | 16 |

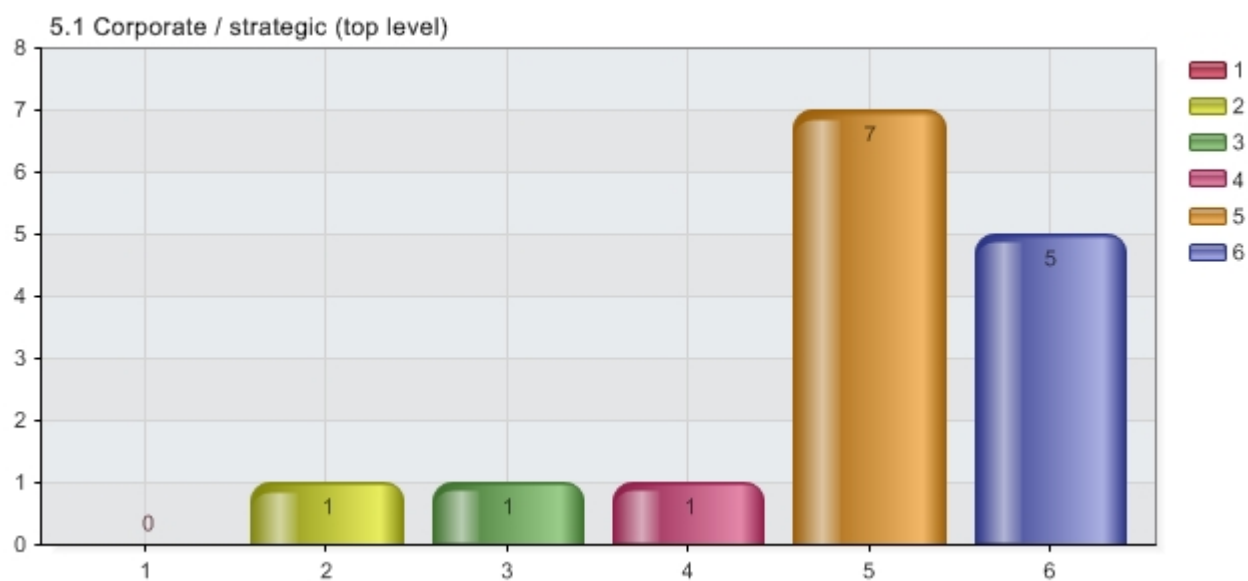
| | | |
|--------------------|--|------|
| Mean | | 4,19 |
| Standard Deviation | | 1,07 |
| Median | | 4,5 |

5. 2. Risk management has been integrated into the following organizational levels in your organization:



| Alternatives | N | Mean | Standard Deviation | Median |
|-------------------------------------|----|------|--------------------|--------|
| 1 Corporate / strategic (top level) | 15 | 4,93 | 1,12 | 5,0 |
| 2 Division (2nd level) | 15 | 4,27 | 1,06 | 4,0 |
| 3 Business unit (3rd level) | 14 | 4,07 | 1,28 | 4,0 |
| 4 Project management | 15 | 4,33 | 1,25 | 5,0 |
| 5 Other (please specify below) | 3 | 4,33 | 1,70 | 5,0 |

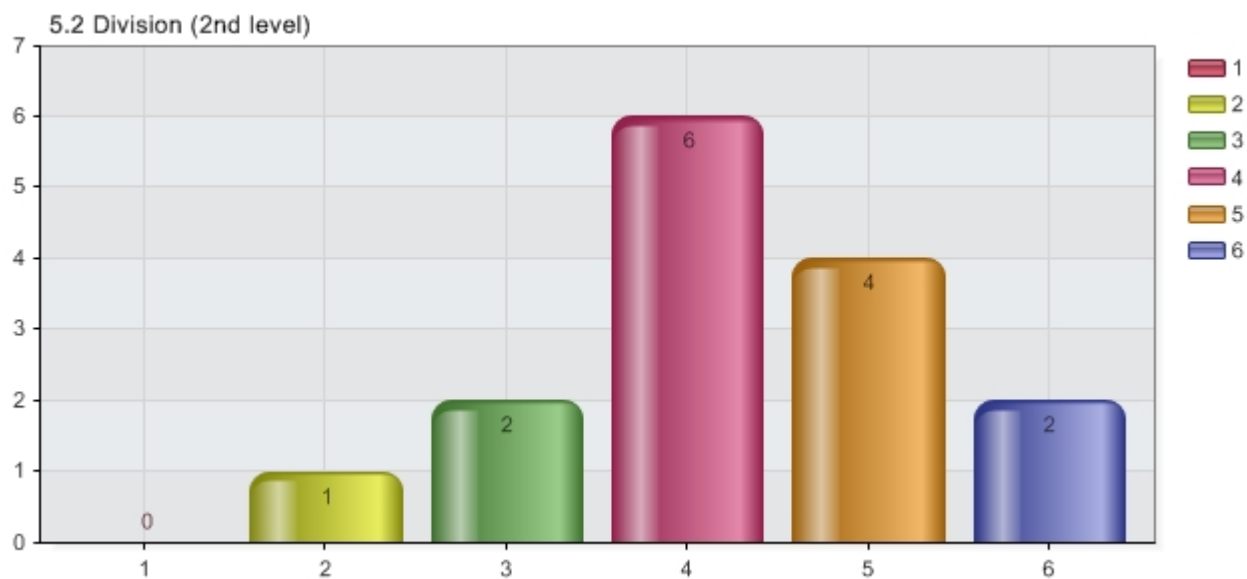
5.1 2. Risk management has been integrated into the following organizational levels in your organization: - Corporate / strategic (top level)



| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 0,0 % | 0 |
| 2 2 | 6,7 % | 1 |
| 3 3 | 6,7 % | 1 |
| 4 4 | 6,7 % | 1 |
| 5 5 | 46,7 % | 7 |
| 6 Strongly agree 6 | 33,3 % | 5 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,93 |
| Standard Deviation | | 1,12 |
| Median | | 5,0 |

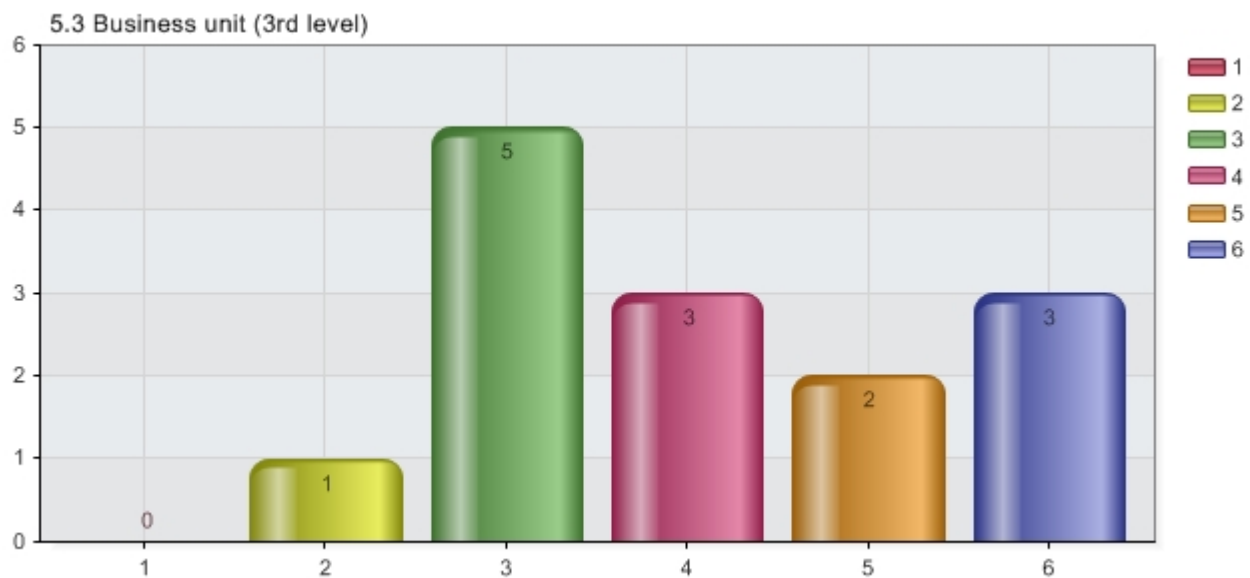
5.2 2. Risk management has been integrated into the following organizational levels in your organization: - Division (2nd level)



| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 0,0 % | 0 |
| 2 2 | 6,7 % | 1 |
| 3 3 | 13,3 % | 2 |
| 4 4 | 40,0 % | 6 |
| 5 5 | 26,7 % | 4 |
| 6 Strongly agree 6 | 13,3 % | 2 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,27 |
| Standard Deviation | | 1,06 |
| Median | | 4,0 |

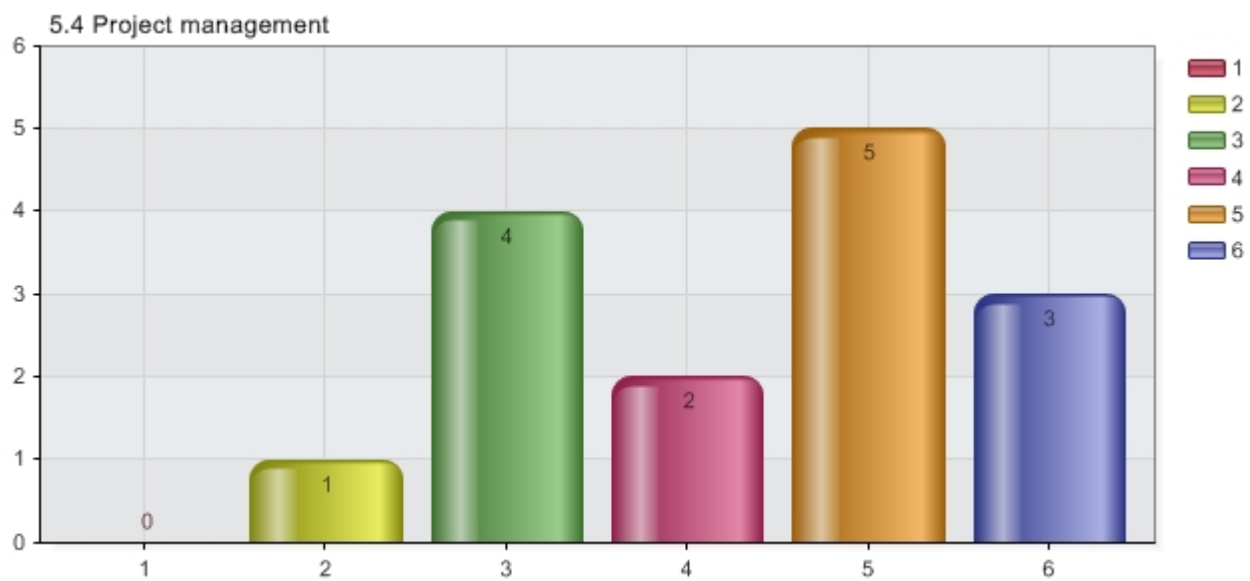
5.3 2. Risk management has been integrated into the following organizational levels in your organization: - Business unit (3rd level)



| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 0,0 % | 0 |
| 2 2 | 7,1 % | 1 |
| 3 3 | 35,7 % | 5 |
| 4 4 | 21,4 % | 3 |
| 5 5 | 14,3 % | 2 |
| 6 Strongly agree 6 | 21,4 % | 3 |
| Total | | 14 |

| | | |
|--------------------|--|------|
| Mean | | 4,07 |
| Standard Deviation | | 1,28 |
| Median | | 4,0 |

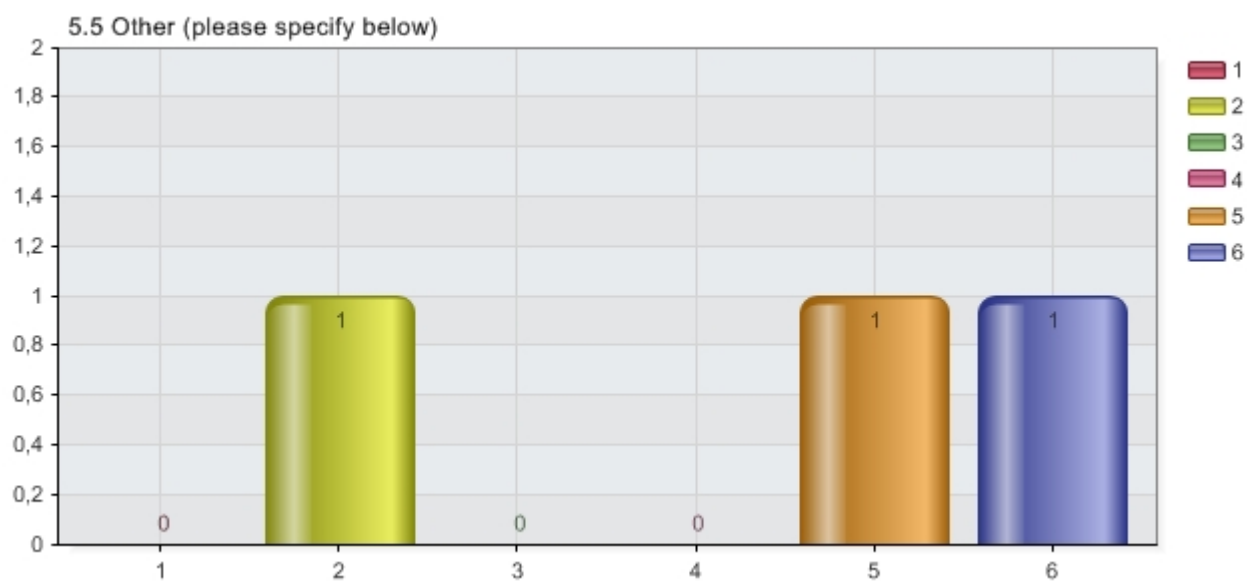
5.4 2. Risk management has been integrated into the following organizational levels in your organization: - Project management



| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 0,0 % | 0 |
| 2 2 | 6,7 % | 1 |
| 3 3 | 26,7 % | 4 |
| 4 4 | 13,3 % | 2 |
| 5 5 | 33,3 % | 5 |
| 6 Strongly agree 6 | 20,0 % | 3 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,33 |
| Standard Deviation | | 1,25 |
| Median | | 5,0 |

5.5 2. Risk management has been integrated into the following organizational levels in your organization: - Other (please specify below)



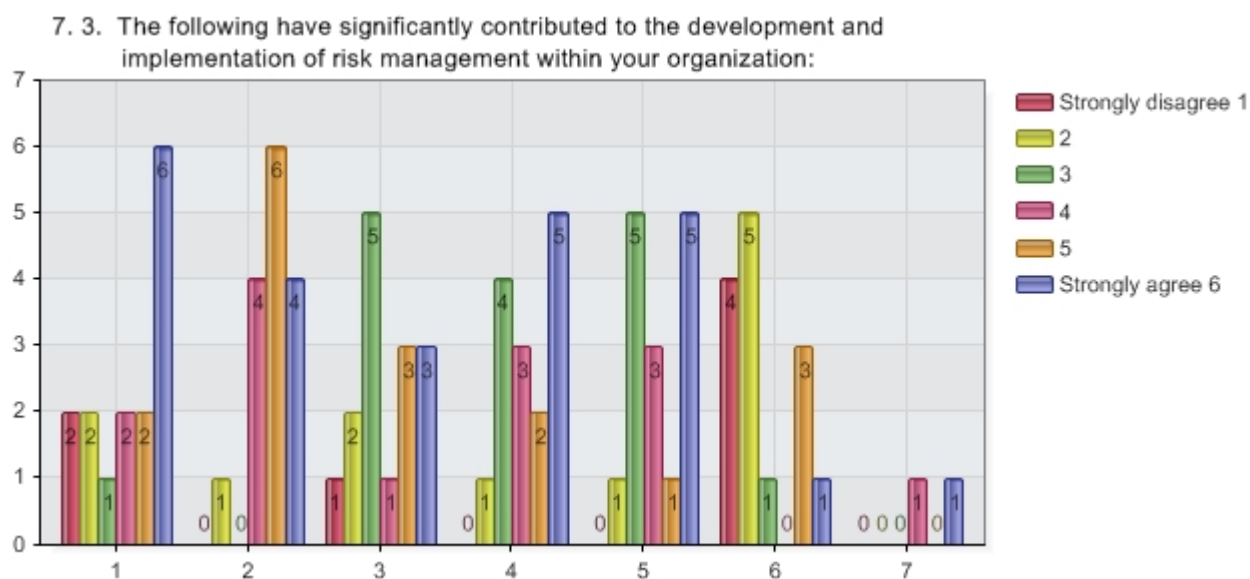
| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 0,0 % | 0 |
| 2 2 | 33,3 % | 1 |
| 3 3 | 0,0 % | 0 |
| 4 4 | 0,0 % | 0 |
| 5 5 | 33,3 % | 1 |
| 6 Strongly agree 6 | 33,3 % | 1 |
| Total | | 3 |

| | | |
|--------------------|--|------|
| Mean | | 4,33 |
| Standard Deviation | | 1,70 |
| Median | | 5,0 |

6. Other

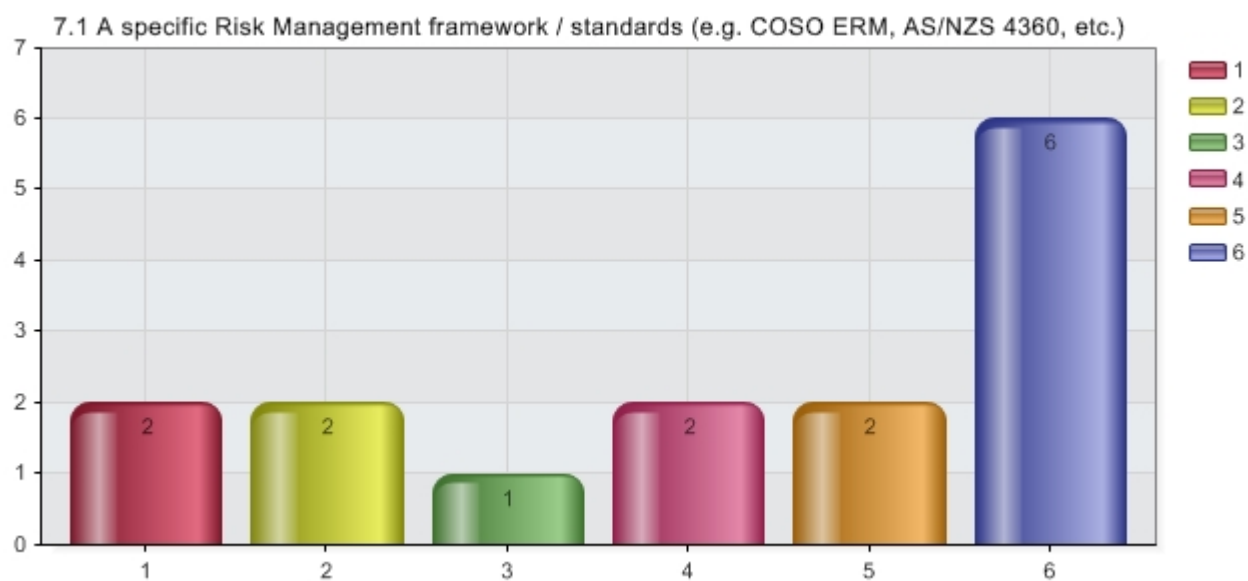
| | |
|----------|---|
| Reply 1 | Other: |
| Reply 2 | Other: |
| Reply 3 | Other: |
| Reply 4 | Other: |
| Reply 5 | Other: |
| Reply 6 | Other: Overall portfolio management of awards |
| Reply 7 | Other: |
| Reply 8 | Other: |
| Reply 9 | Other: |
| Reply 10 | Other: |
| Reply 11 | Other: |
| Reply 12 | Other: |
| Reply 13 | Other: |
| Reply 14 | Other: |
| Reply 15 | Other: |
| Reply 16 | Other: |
| Reply 17 | Other:commercial decision making (2)= issues management (3) |

7. 3. The following have significantly contributed to the development and implementation of risk management within your organization:



| Alternatives | N | Mean | Standard Deviation | Median |
|---|----|------|--------------------|--------|
| 1 A specific Risk Management framework / standards (e.g. COSO ERM, AS/NZS 4360, etc.) | 15 | 4,20 | 1,87 | 5,0 |
| 2 Central government policies, directives and guidelines | 15 | 4,80 | 1,05 | 5,0 |
| 3 Legislation | 15 | 3,80 | 1,56 | 3,0 |
| 4 Internal Audit (reports, advice, recommendations, etc) | 15 | 4,40 | 1,36 | 4,0 |
| 5 External Audit (reports, advice, recommendations, etc) | 15 | 4,27 | 1,39 | 4,0 |
| 6 Private sector risk management practitioners / consultants | 14 | 2,71 | 1,71 | 2,0 |
| 7 Other (please specify below) | 2 | 5,00 | 1,00 | 5,0 |

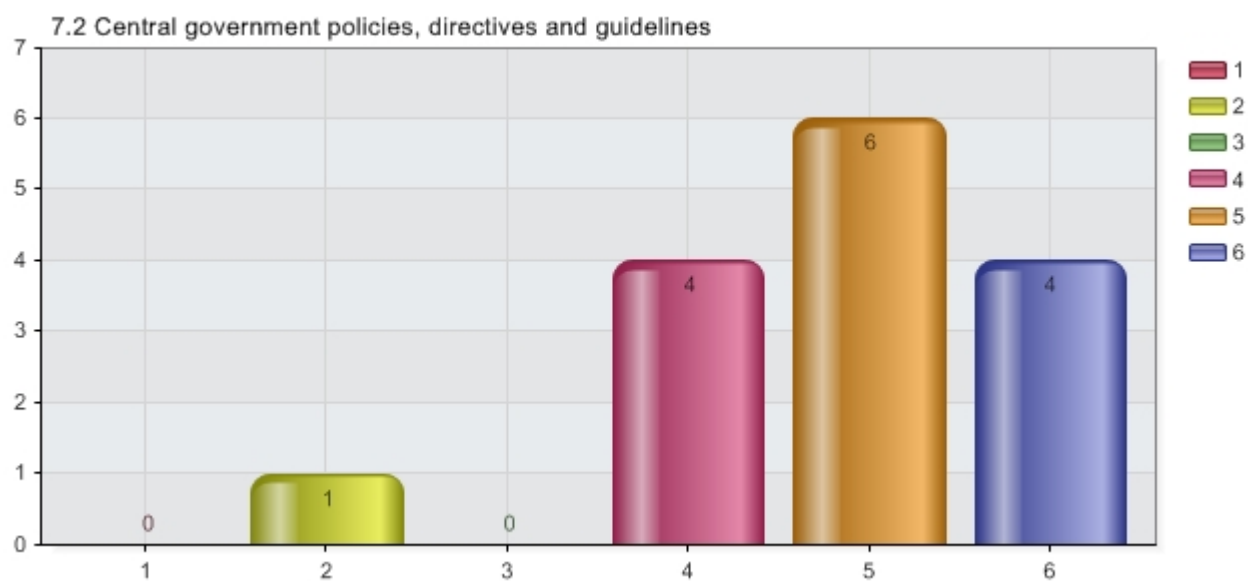
7.1 3. The following have significantly contributed to the development and implementation of risk management within your organization: - A specific Risk Management framework / standards (e.g. COSO ERM, AS/NZS 4360, etc.)



| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 13,3 % | 2 |
| 2 2 | 13,3 % | 2 |
| 3 3 | 6,7 % | 1 |
| 4 4 | 13,3 % | 2 |
| 5 5 | 13,3 % | 2 |
| 6 Strongly agree 6 | 40,0 % | 6 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,20 |
| Standard Deviation | | 1,87 |
| Median | | 5,0 |

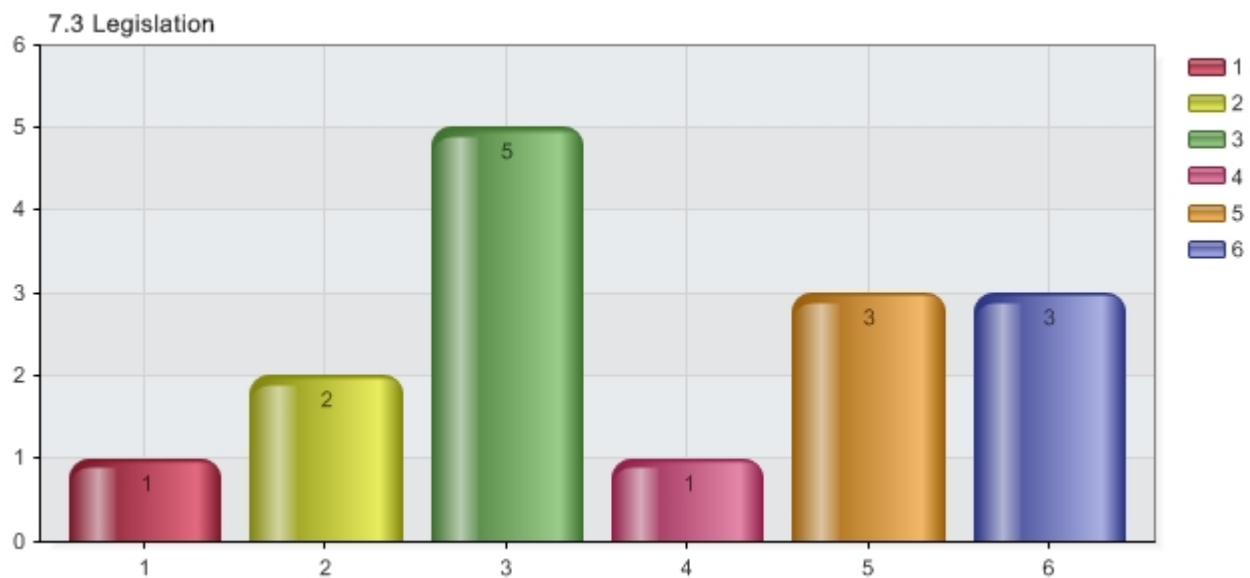
7.2 3. The following have significantly contributed to the development and implementation of risk management within your organization: - Central government policies, directives and guidelines



| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 0,0 % | 0 |
| 2 2 | 6,7 % | 1 |
| 3 3 | 0,0 % | 0 |
| 4 4 | 26,7 % | 4 |
| 5 5 | 40,0 % | 6 |
| 6 Strongly agree 6 | 26,7 % | 4 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,80 |
| Standard Deviation | | 1,05 |
| Median | | 5,0 |

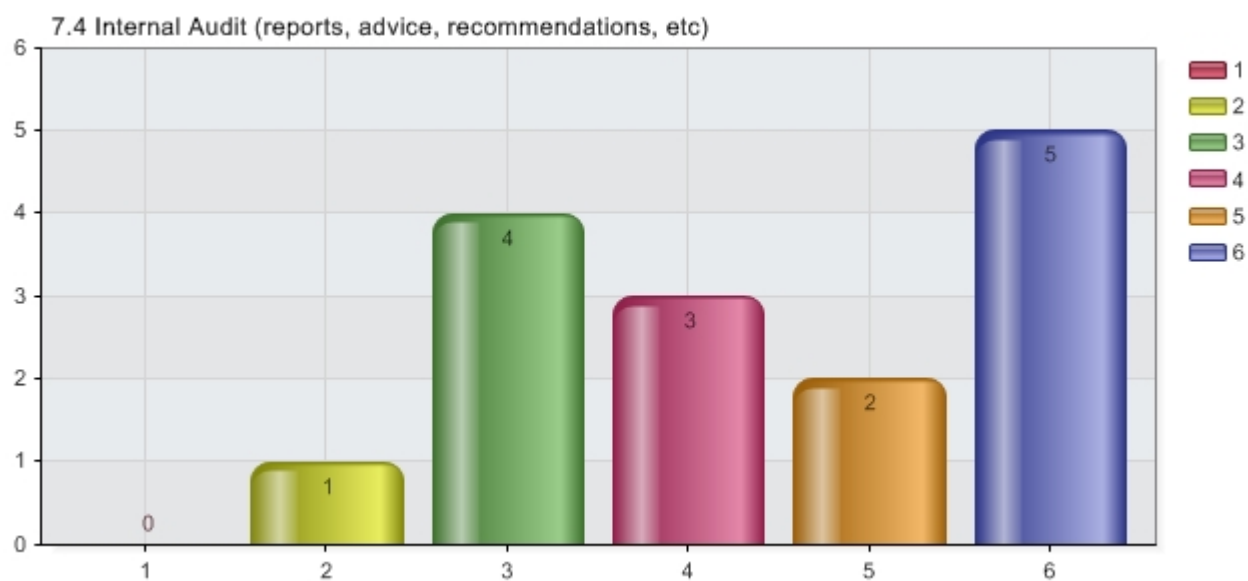
7.3 3. The following have significantly contributed to the development and implementation of risk management within your organization: - Legislation



| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 6,7 % | 1 |
| 2 2 | 13,3 % | 2 |
| 3 3 | 33,3 % | 5 |
| 4 4 | 6,7 % | 1 |
| 5 5 | 20,0 % | 3 |
| 6 Strongly agree 6 | 20,0 % | 3 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,80 |
| Standard Deviation | | 1,56 |
| Median | | 3,0 |

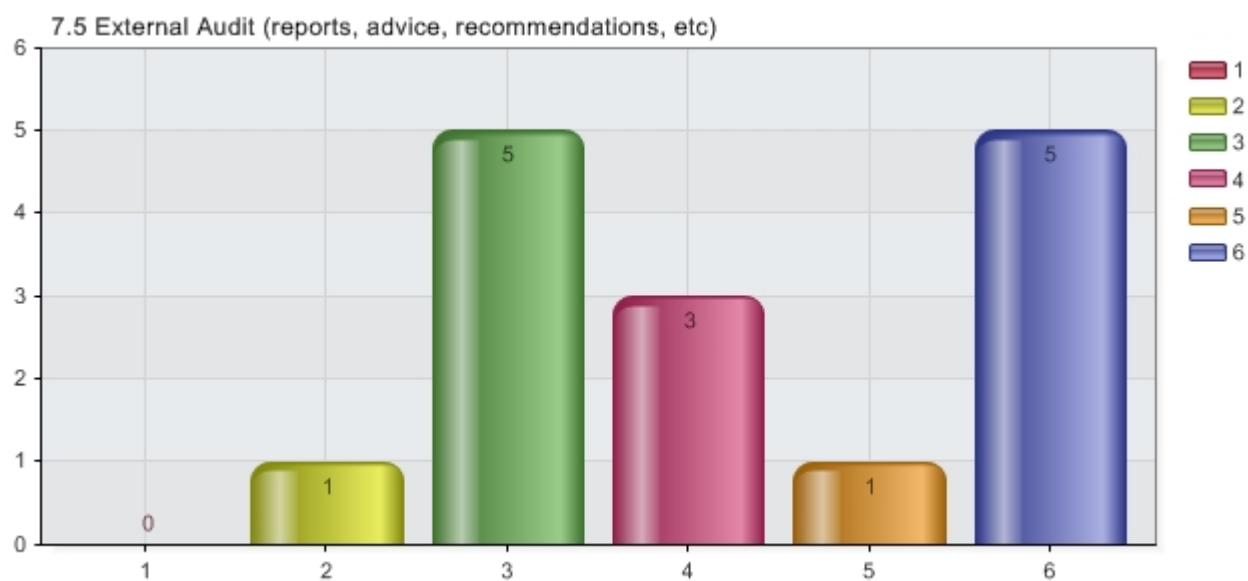
7.4 3. The following have significantly contributed to the development and implementation of risk management within your organization: - Internal Audit (reports, advice, recommendations, etc)



| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 0,0 % | 0 |
| 2 2 | 6,7 % | 1 |
| 3 3 | 26,7 % | 4 |
| 4 4 | 20,0 % | 3 |
| 5 5 | 13,3 % | 2 |
| 6 Strongly agree 6 | 33,3 % | 5 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,40 |
| Standard Deviation | | 1,36 |
| Median | | 4,0 |

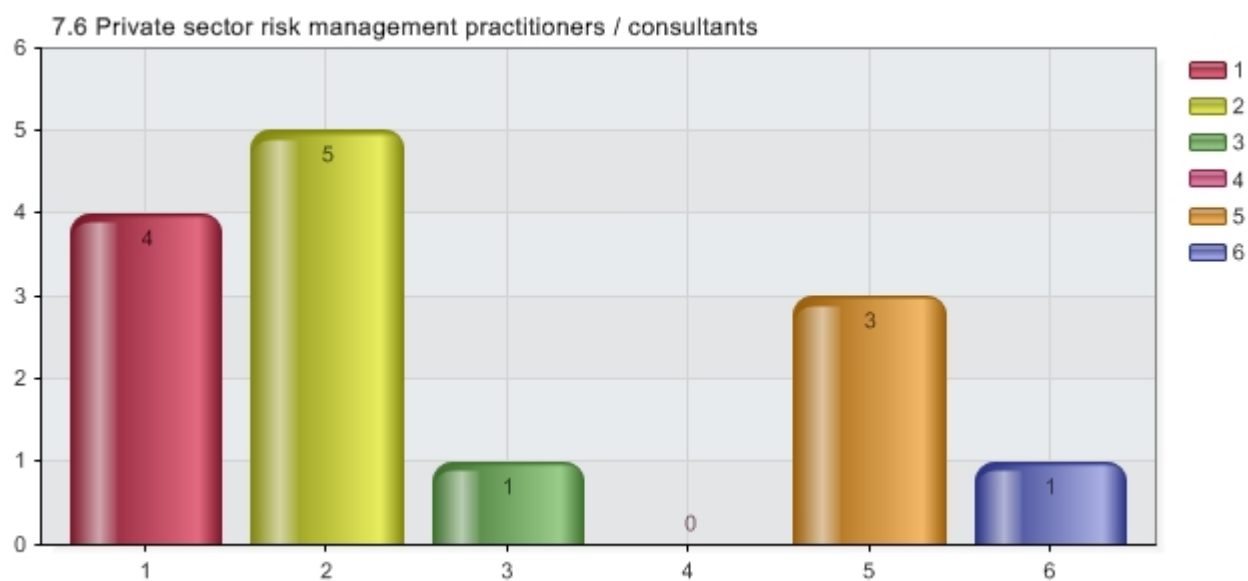
7.5 3. The following have significantly contributed to the development and implementation of risk management within your organization: - External Audit (reports, advice, recommendations, etc)



| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 0,0 % | 0 |
| 2 2 | 6,7 % | 1 |
| 3 3 | 33,3 % | 5 |
| 4 4 | 20,0 % | 3 |
| 5 5 | 6,7 % | 1 |
| 6 Strongly agree 6 | 33,3 % | 5 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,27 |
| Standard Deviation | | 1,39 |
| Median | | 4,0 |

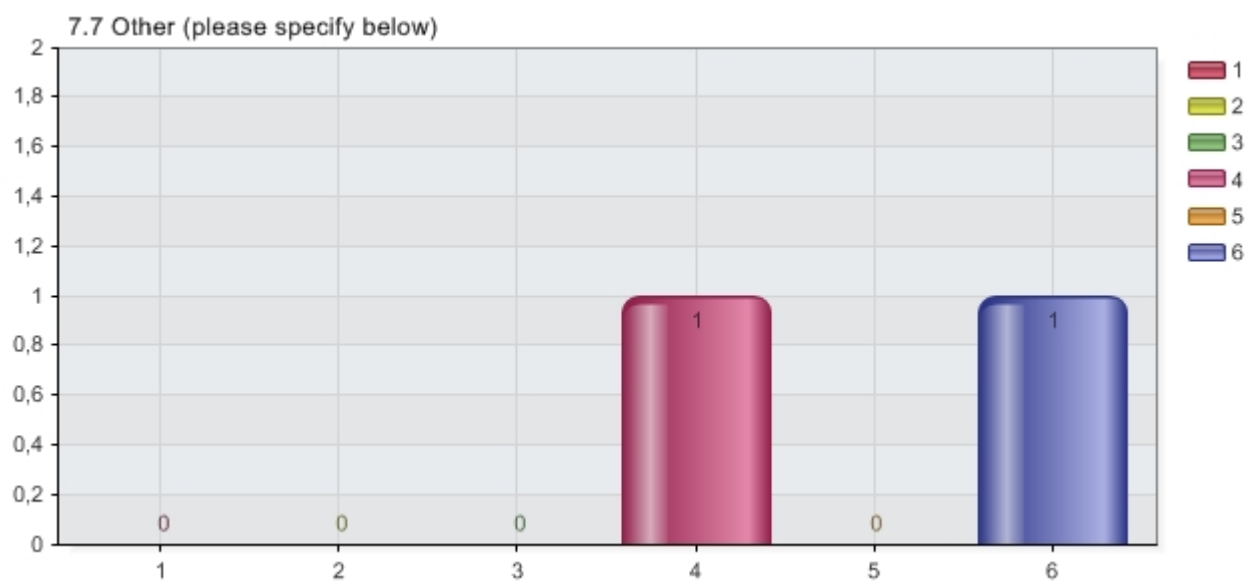
7.6 3. The following have significantly contributed to the development and implementation of risk management within your organization: - Private sector risk management practitioners / consultants



| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 28,6 % | 4 |
| 2 2 | 35,7 % | 5 |
| 3 3 | 7,1 % | 1 |
| 4 4 | 0,0 % | 0 |
| 5 5 | 21,4 % | 3 |
| 6 Strongly agree 6 | 7,1 % | 1 |
| Total | | 14 |

| | | |
|--------------------|--|------|
| Mean | | 2,71 |
| Standard Deviation | | 1,71 |
| Median | | 2,0 |

7.7 3. The following have significantly contributed to the development and implementation of risk management within your organization: - Other (please specify below)



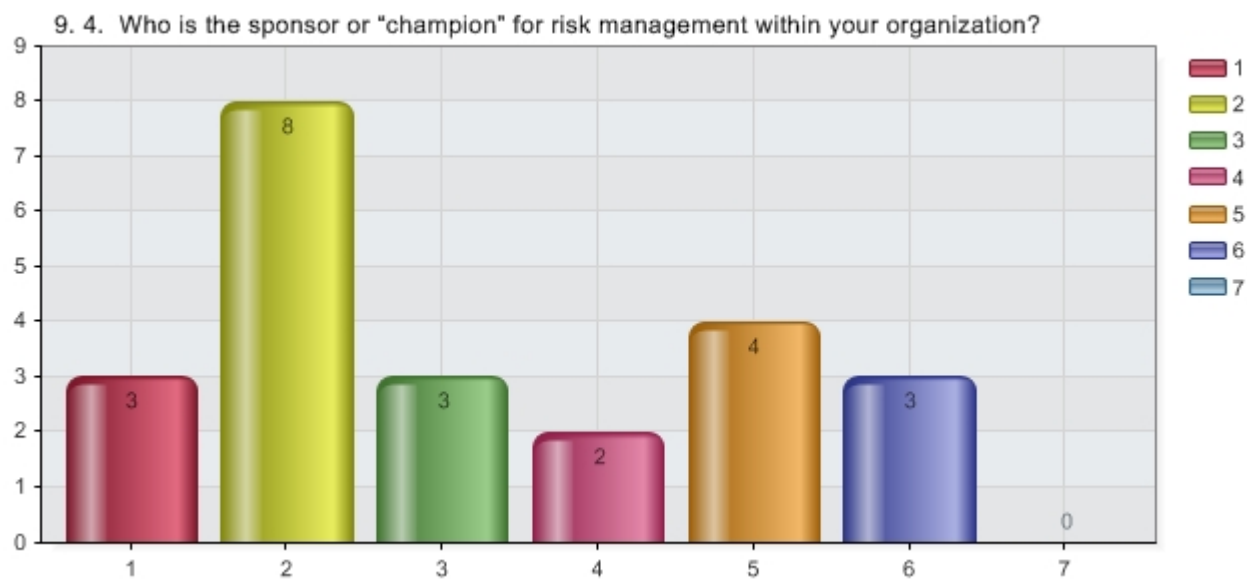
| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 0,0 % | 0 |
| 2 2 | 0,0 % | 0 |
| 3 3 | 0,0 % | 0 |
| 4 4 | 50,0 % | 1 |
| 5 5 | 0,0 % | 0 |
| 6 Strongly agree 6 | 50,0 % | 1 |
| Total | | 2 |

| | | |
|--------------------|--|------|
| Mean | | 5,00 |
| Standard Deviation | | 1,00 |
| Median | | 5,0 |

8. Other

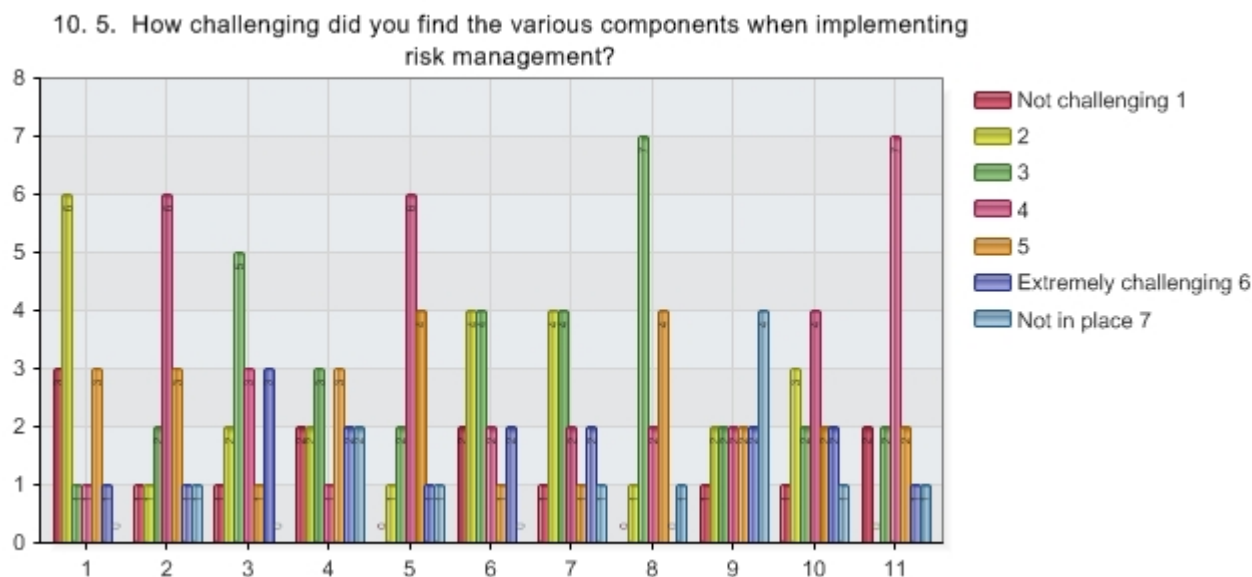
| | |
|----------|--|
| Reply 1 | Other: |
| Reply 2 | Other: |
| Reply 3 | Other: |
| Reply 4 | Other: |
| Reply 5 | Other: |
| Reply 6 | Other: |
| Reply 7 | Other: |
| Reply 8 | Other: |
| Reply 9 | Other: |
| Reply 10 | Other: |
| Reply 11 | Other: |
| Reply 12 | Other: |
| Reply 13 | Other: |
| Reply 14 | Other: |
| Reply 15 | Other: |
| Reply 16 | Other: Other UK Research Councils |
| Reply 17 | Other: A Board and CEO who view risk as a priority (6) |

9. 4. Who is the sponsor or " champion" for risk management within your organization?



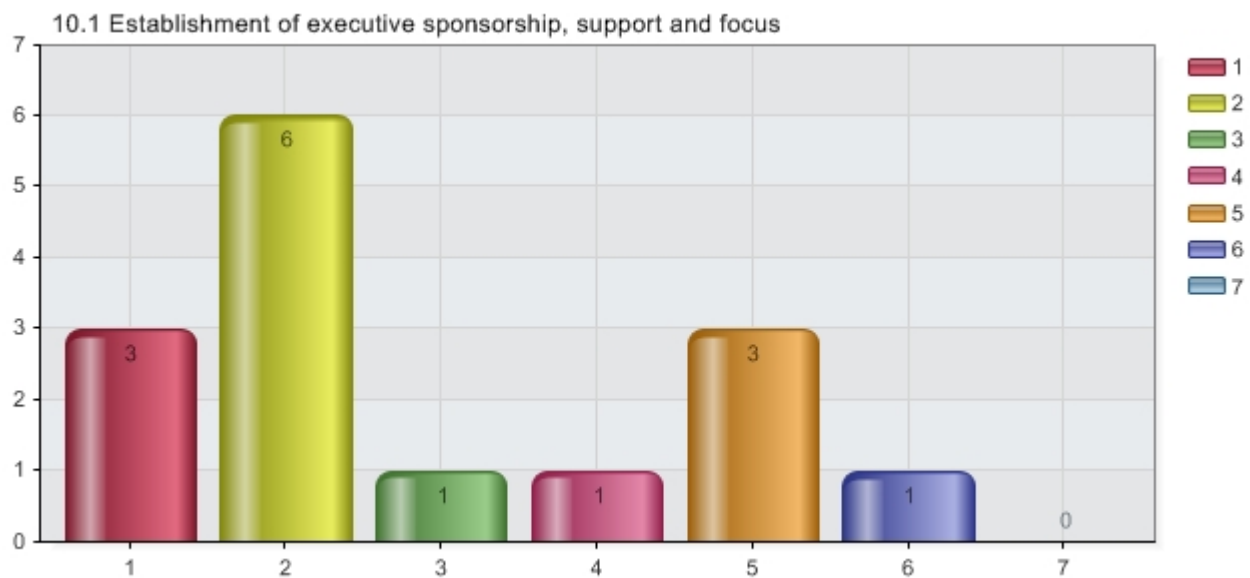
| Alternatives | Percent | Value |
|-------------------------------|---------|-------|
| 1 The Chief Executive Officer | 20,0 % | 3 |
| 2 Head of Finance | 53,3 % | 8 |
| 3 Another senior executive | 20,0 % | 3 |
| 4 The Risk Manager | 13,3 % | 2 |
| 5 The Board | 26,7 % | 4 |
| 6 The Internal Audit | 20,0 % | 3 |
| 7 Other (please specify) | 0,0 % | 0 |
| Total | | 15 |

10. 5. How challenging did you find the various components when implementing risk management?



| Alternatives | N | Mean | Standard Deviation | Median |
|--|----|------|--------------------|--------|
| 1 Establishment of executive sponsorship, support and focus | 15 | 2,87 | 1,63 | 2,0 |
| 2 Establishment of line management ownership of risk management | 15 | 4,07 | 1,44 | 4,0 |
| 3 Defining & communicating risk management policy and procedures | 15 | 3,67 | 1,49 | 3,0 |
| 4 Establishment of the linkage between risks and corporate aims and objectives | 15 | 4,00 | 1,97 | 4,0 |
| 5 Establishment of understanding of risk and risk management across the organization | 15 | 4,33 | 1,19 | 4,0 |
| 6 Identification of risk | 15 | 3,13 | 1,54 | 3,0 |
| 7 Risk assessment – analysis and prioritization of risk | 15 | 3,53 | 1,71 | 3,0 |
| 8 Risk treatment – development, follow-up and monitoring of action plans | 15 | 3,87 | 1,26 | 3,0 |
| 9 Development of key risk performance indicators to measure performance | 15 | 4,60 | 1,99 | 5,0 |
| 10 Continuous review / feedback / reports on risk management strategies and performance | 15 | 3,87 | 1,67 | 4,0 |
| 11 Resourcing (in terms of people, time and money) of risk management processes and strategies | 15 | 3,93 | 1,53 | 4,0 |

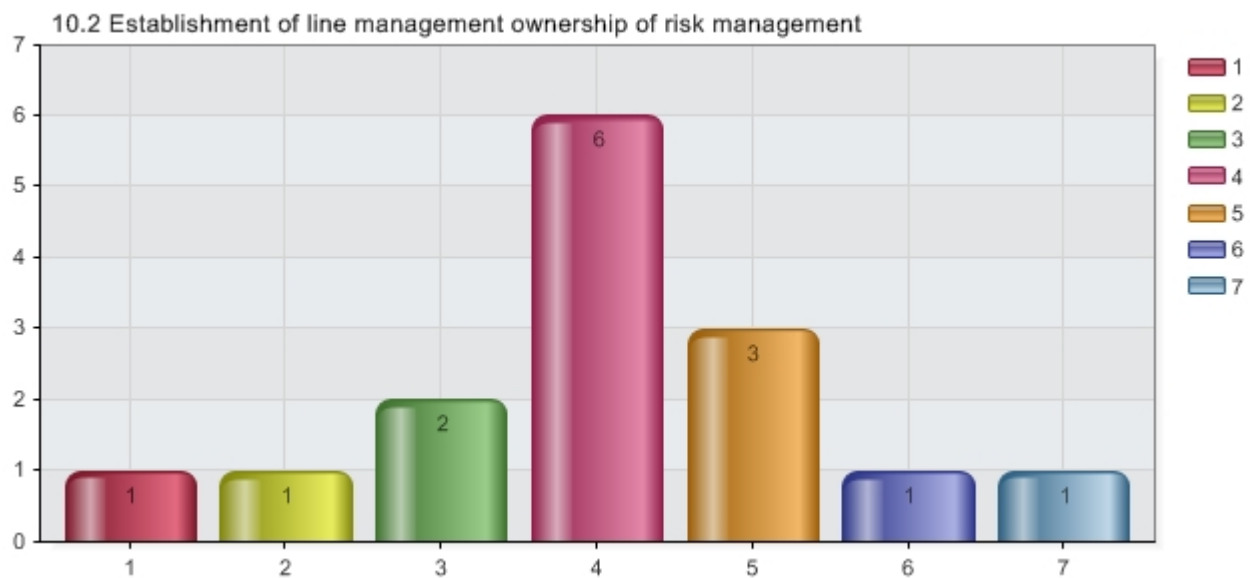
10.1 5. How challenging did you find the various components when implementing risk management? - Establishment of executive sponsorship, support and focus



| Alternatives | Percent | Value |
|---------------------------|---------|-------|
| 1 Not challenging 1 | 20,0 % | 3 |
| 2 2 | 40,0 % | 6 |
| 3 3 | 6,7 % | 1 |
| 4 4 | 6,7 % | 1 |
| 5 5 | 20,0 % | 3 |
| 6 Extremely challenging 6 | 6,7 % | 1 |
| 7 Not in place 7 | 0,0 % | 0 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 2,87 |
| Standard Deviation | | 1,63 |
| Median | | 2,0 |

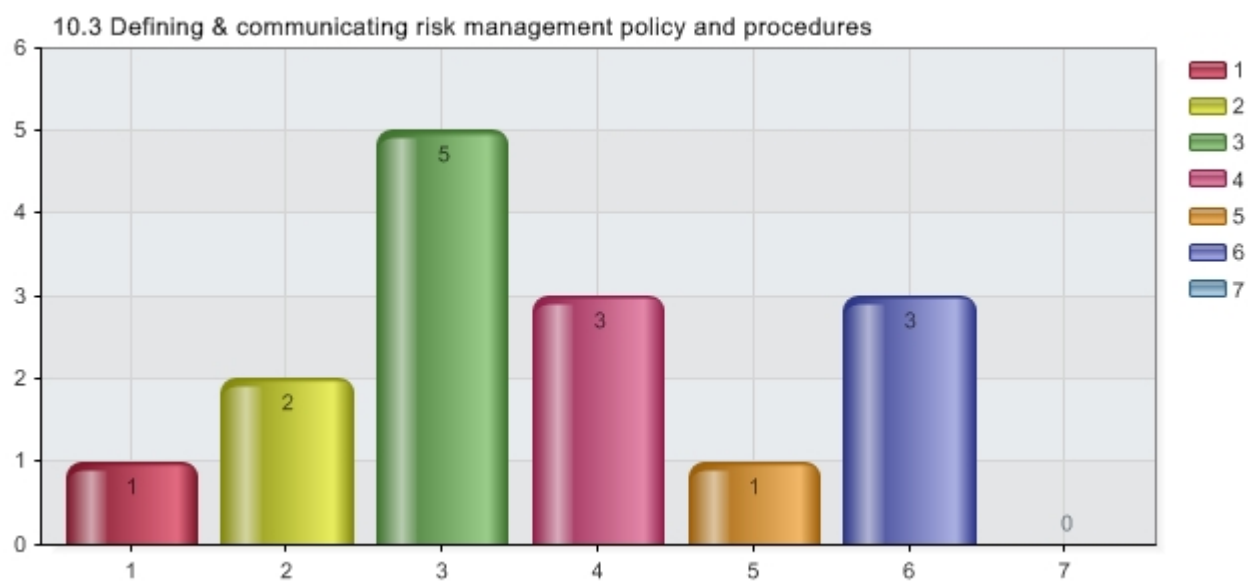
10.2 5. How challenging did you find the various components when implementing risk management? - Establishment of line management ownership of risk management



| Alternatives | Percent | Value |
|---------------------------|---------|-------|
| 1 Not challenging 1 | 6,7 % | 1 |
| 2 2 | 6,7 % | 1 |
| 3 3 | 13,3 % | 2 |
| 4 4 | 40,0 % | 6 |
| 5 5 | 20,0 % | 3 |
| 6 Extremely challenging 6 | 6,7 % | 1 |
| 7 Not in place 7 | 6,7 % | 1 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,07 |
| Standard Deviation | | 1,44 |
| Median | | 4,0 |

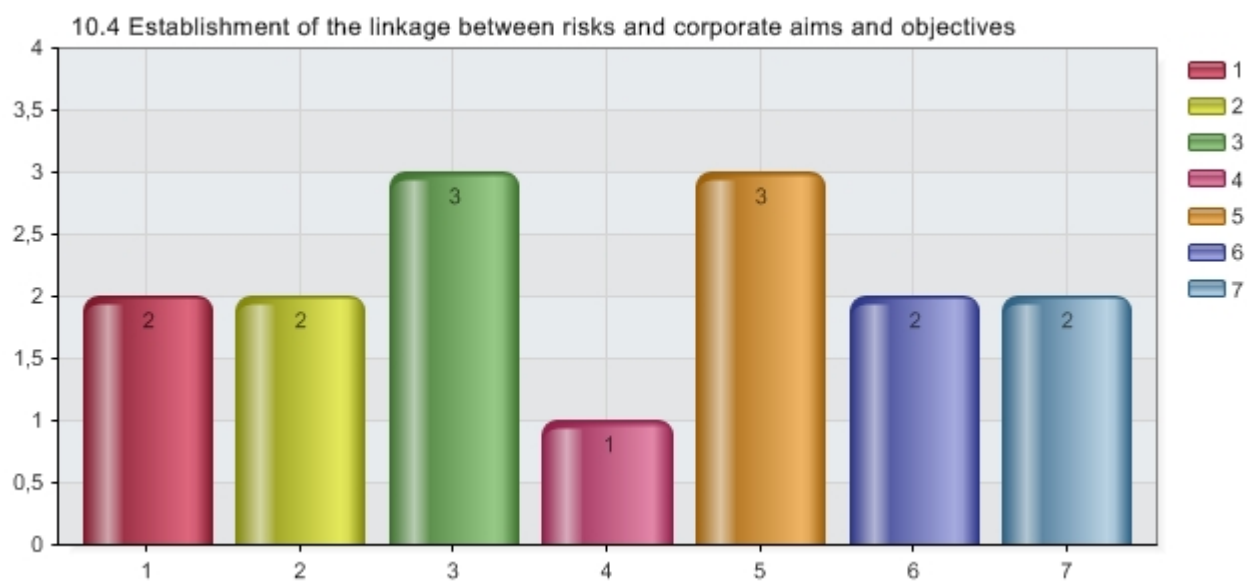
10.3 5. How challenging did you find the various components when implementing risk management? - Defining & communicating risk management policy and procedures



| Alternatives | Percent | Value |
|---------------------------|---------|-------|
| 1 Not challenging 1 | 6,7 % | 1 |
| 2 2 | 13,3 % | 2 |
| 3 3 | 33,3 % | 5 |
| 4 4 | 20,0 % | 3 |
| 5 5 | 6,7 % | 1 |
| 6 Extremely challenging 6 | 20,0 % | 3 |
| 7 Not in place 7 | 0,0 % | 0 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,67 |
| Standard Deviation | | 1,49 |
| Median | | 3,0 |

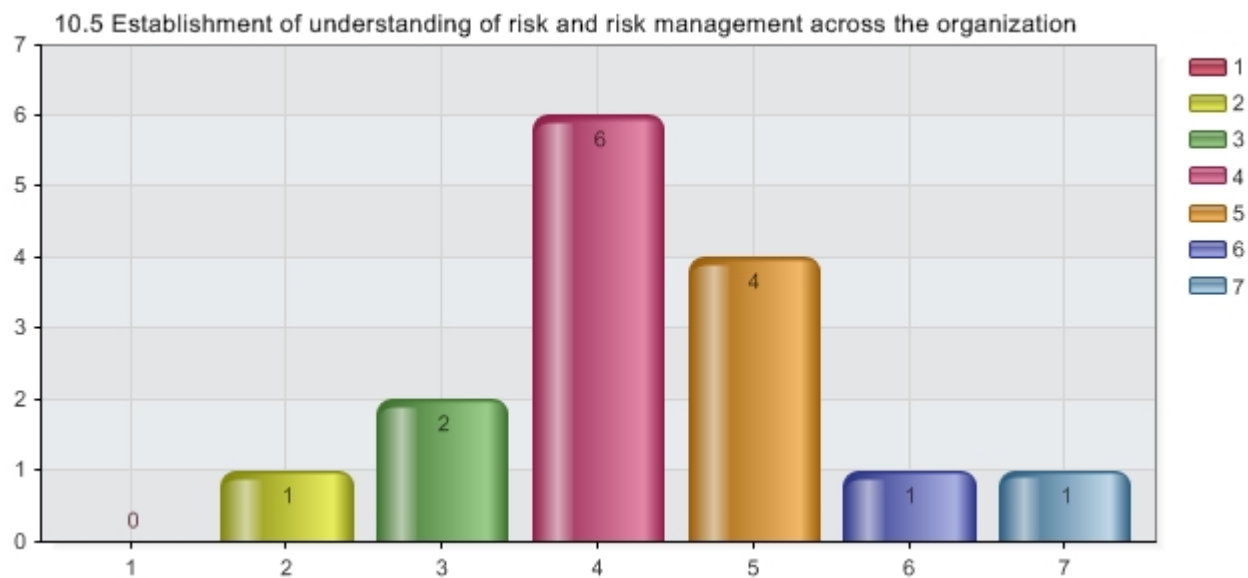
10.4 5. How challenging did you find the various components when implementing risk management? - Establishment of the linkage between risks and corporate aims and objectives



| Alternatives | Percent | Value |
|---------------------------|---------|-------|
| 1 Not challenging 1 | 13,3 % | 2 |
| 2 2 | 13,3 % | 2 |
| 3 3 | 20,0 % | 3 |
| 4 4 | 6,7 % | 1 |
| 5 5 | 20,0 % | 3 |
| 6 Extremely challenging 6 | 13,3 % | 2 |
| 7 Not in place 7 | 13,3 % | 2 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,00 |
| Standard Deviation | | 1,97 |
| Median | | 4,0 |

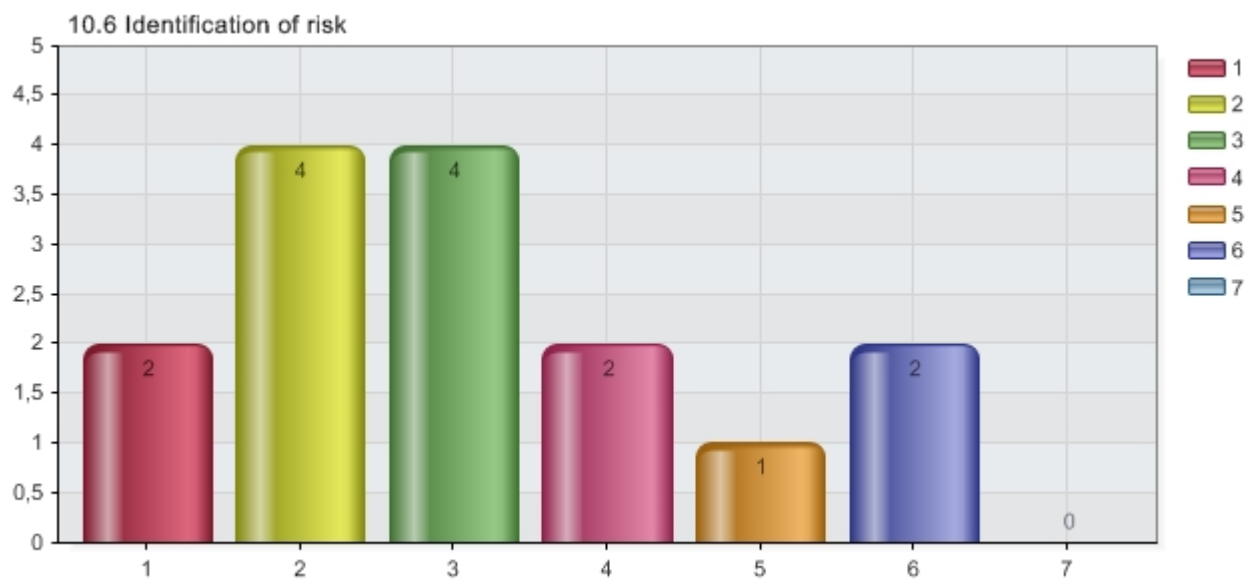
10.5 5. How challenging did you find the various components when implementing risk management? - Establishment of understanding of risk and risk management across the organization



| Alternatives | Percent | Value |
|---------------------------|---------|-------|
| 1 Not challenging 1 | 0,0 % | 0 |
| 2 2 | 6,7 % | 1 |
| 3 3 | 13,3 % | 2 |
| 4 4 | 40,0 % | 6 |
| 5 5 | 26,7 % | 4 |
| 6 Extremely challenging 6 | 6,7 % | 1 |
| 7 Not in place 7 | 6,7 % | 1 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,33 |
| Standard Deviation | | 1,19 |
| Median | | 4,0 |

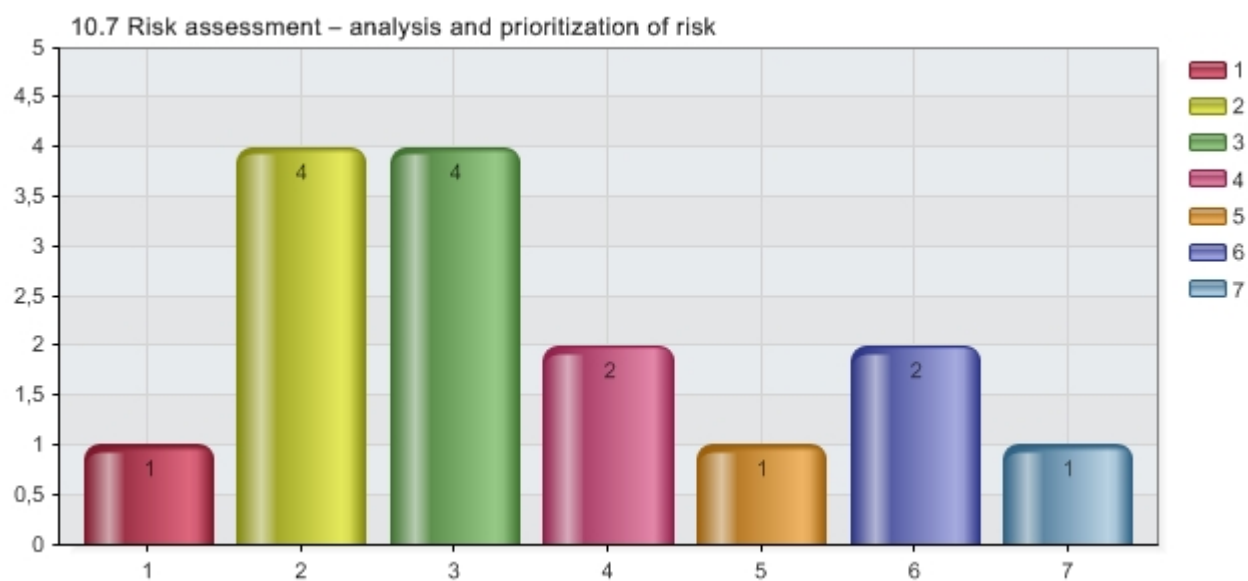
10.6 5. How challenging did you find the various components when implementing risk management? - Identification of risk



| Alternatives | Percent | Value |
|---------------------------|---------|-------|
| 1 Not challenging 1 | 13,3 % | 2 |
| 2 2 | 26,7 % | 4 |
| 3 3 | 26,7 % | 4 |
| 4 4 | 13,3 % | 2 |
| 5 5 | 6,7 % | 1 |
| 6 Extremely challenging 6 | 13,3 % | 2 |
| 7 Not in place 7 | 0,0 % | 0 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,13 |
| Standard Deviation | | 1,54 |
| Median | | 3,0 |

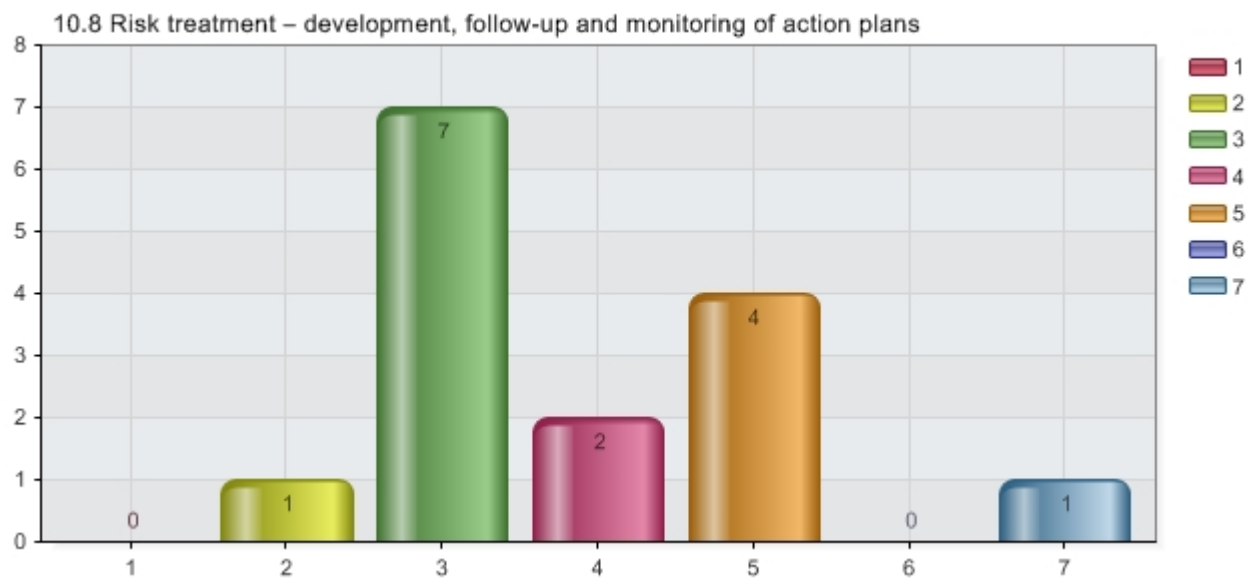
10.7 5. How challenging did you find the various components when implementing risk management? - Risk assessment – analysis and prioritization of risk



| Alternatives | Percent | Value |
|---------------------------|---------|-------|
| 1 Not challenging 1 | 6,7 % | 1 |
| 2 2 | 26,7 % | 4 |
| 3 3 | 26,7 % | 4 |
| 4 4 | 13,3 % | 2 |
| 5 5 | 6,7 % | 1 |
| 6 Extremely challenging 6 | 13,3 % | 2 |
| 7 Not in place 7 | 6,7 % | 1 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,53 |
| Standard Deviation | | 1,71 |
| Median | | 3,0 |

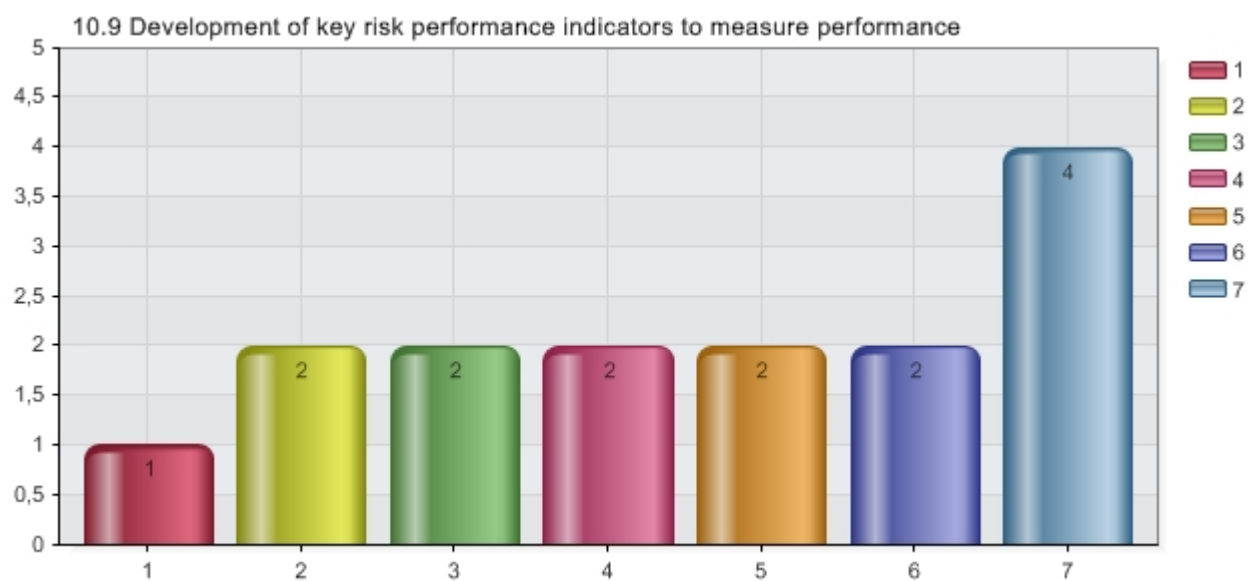
10.8 5. How challenging did you find the various components when implementing risk management? - Risk treatment – development, follow-up and monitoring of action plans



| Alternatives | Percent | Value |
|---------------------------|---------|-------|
| 1 Not challenging 1 | 0,0 % | 0 |
| 2 2 | 6,7 % | 1 |
| 3 3 | 46,7 % | 7 |
| 4 4 | 13,3 % | 2 |
| 5 5 | 26,7 % | 4 |
| 6 Extremely challenging 6 | 0,0 % | 0 |
| 7 Not in place 7 | 6,7 % | 1 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,87 |
| Standard Deviation | | 1,26 |
| Median | | 3,0 |

10.9 5. How challenging did you find the various components when implementing risk management? - Development of key risk performance indicators to measure performance



| Alternatives | Percent | Value |
|---------------------------|---------|-------|
| 1 Not challenging 1 | 6,7 % | 1 |
| 2 2 | 13,3 % | 2 |
| 3 3 | 13,3 % | 2 |
| 4 4 | 13,3 % | 2 |
| 5 5 | 13,3 % | 2 |
| 6 Extremely challenging 6 | 13,3 % | 2 |
| 7 Not in place 7 | 26,7 % | 4 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,60 |
| Standard Deviation | | 1,99 |
| Median | | 5,0 |

10.10 5. How challenging did you find the various components when implementing risk management? - Continuous review / feedback / reports on risk management strategies and performance



| Alternatives | Percent | Value |
|---------------------------|---------|-------|
| 1 Not challenging 1 | 6,7 % | 1 |
| 2 2 | 20,0 % | 3 |
| 3 3 | 13,3 % | 2 |
| 4 4 | 26,7 % | 4 |
| 5 5 | 13,3 % | 2 |
| 6 Extremely challenging 6 | 13,3 % | 2 |
| 7 Not in place 7 | 6,7 % | 1 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,87 |
| Standard Deviation | | 1,67 |
| Median | | 4,0 |

10.11 5. How challenging did you find the various components when implementing risk management? - Resourcing (in terms of people, time and money) of risk management processes and strategies

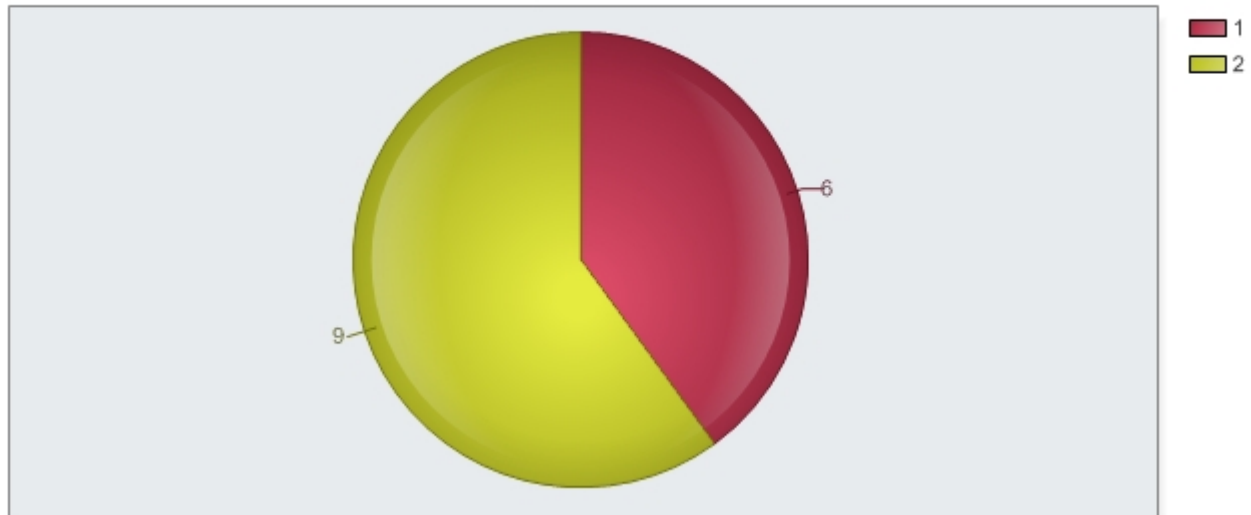


| Alternatives | Percent | Value |
|---------------------------|---------|-------|
| 1 Not challenging 1 | 13,3 % | 2 |
| 2 2 | 0,0 % | 0 |
| 3 3 | 13,3 % | 2 |
| 4 4 | 46,7 % | 7 |
| 5 5 | 13,3 % | 2 |
| 6 Extremely challenging 6 | 6,7 % | 1 |
| 7 Not in place 7 | 6,7 % | 1 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,93 |
| Standard Deviation | | 1,53 |
| Median | | 4,0 |

11. 6 a. If risk action plans are delayed / not followed up in your organization, are there any consequences?

11. 6 a. If risk action plans are delayed / not followed up in your organization, are there any consequences?



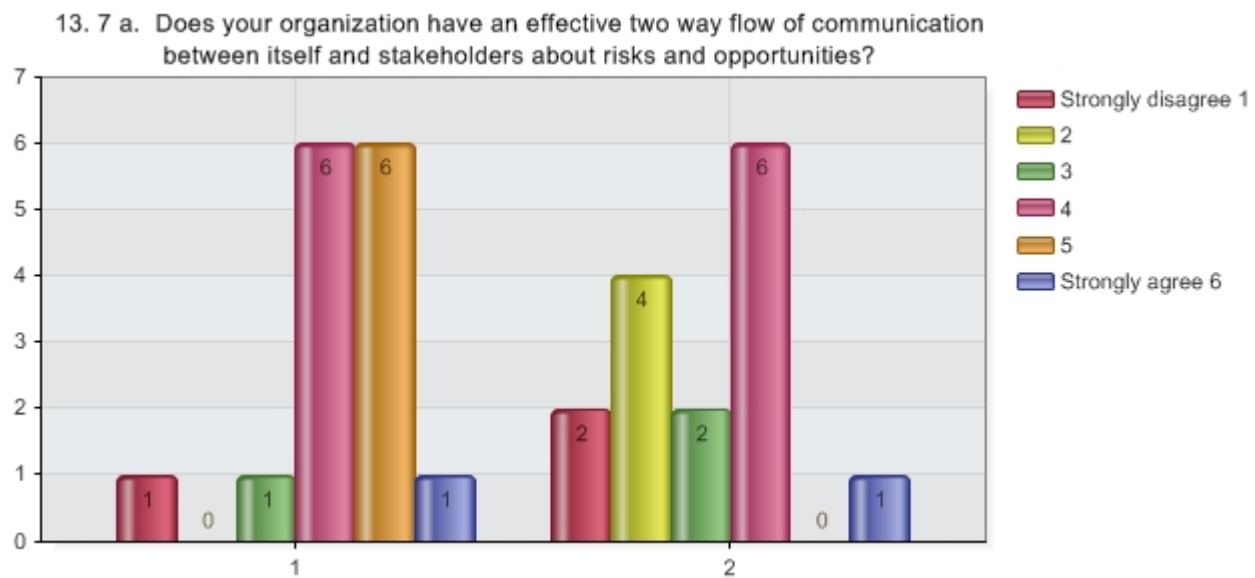
| Alternatives | Percent | Value |
|--------------|---------|-------|
| 1 YES | 40,0 % | 6 |
| 2 NO | 60,0 % | 9 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 1,60 |
| Standard Deviation | | 0,49 |
| Median | | 2,0 |

12. 6 b. If yes, what are the consequences? (Please specify below)

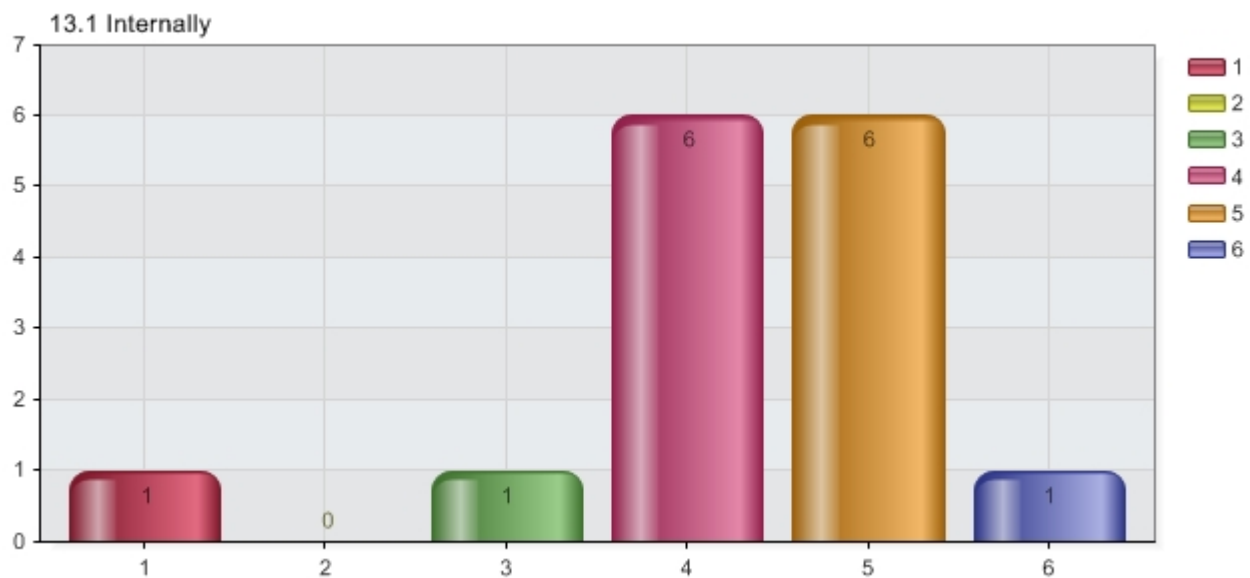
- | | |
|---------|--|
| Reply 1 | The Risk Management Process in "NN" is overseen by the Audit Committee & Board, therefore those involved are directly accountable for their actions to these bodies. "NN" Risk Management processes are also reviewed on a annual basis as part of the Foundation's External Audit, therefore ensuring that any non adherence to the required quality standards in this area is brought to light and dealt with swiftly. |
| Reply 2 | Risk is regularly reported to the Executive Board and the Council's Audit Committee. Fialure to progress effective risk management would lead to censure |
| Reply 3 | Major potential issues: Congressional oversight including program directives & less funding= impact on financial statement audit (no clean opinion). |
| Reply 4 | Executive Group reviews risk on a monthly basis and risk responsibilities are part of personal objectives |
| Reply 5 | we will not have been able to demonstate that good standards of corporate governance exist in our organisation and this may pose problems with our auditors signing off our financial statements |
| Reply 6 | Internal escalation and review. Top risks open to external board review |

13. 7 a. Does your organization have an effective two way flow of communication between itself and stakeholders about risks and opportunities?



| Alternatives | N | Mean | Standard Deviation | Median |
|--------------|----|------|--------------------|--------|
| 1 Internally | 15 | 4,27 | 1,12 | 4,0 |
| 2 Externally | 15 | 3,07 | 1,34 | 3,0 |

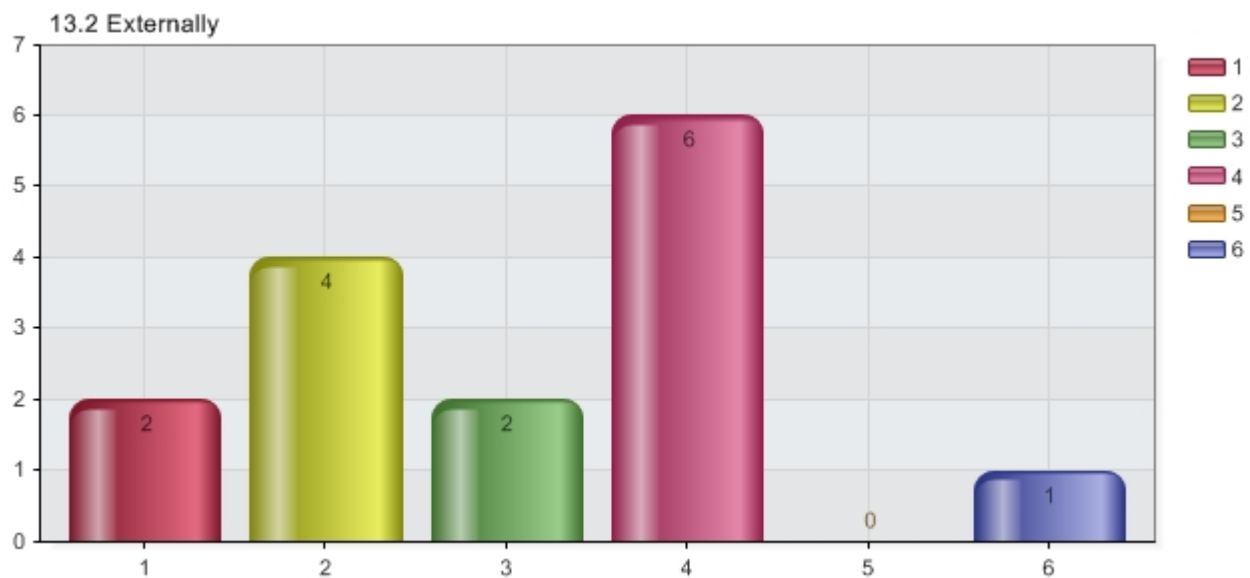
13.1 7 a. Does your organization have an effective two way flow of communication between itself and stakeholders about risks and opportunities? - Internally



| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 6,7 % | 1 |
| 2 2 | 0,0 % | 0 |
| 3 3 | 6,7 % | 1 |
| 4 4 | 40,0 % | 6 |
| 5 5 | 40,0 % | 6 |
| 6 Strongly agree 6 | 6,7 % | 1 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,27 |
| Standard Deviation | | 1,12 |
| Median | | 4,0 |

13.2 7 a. Does your organization have an effective two way flow of communication between itself and stakeholders about risks and opportunities? - Externally



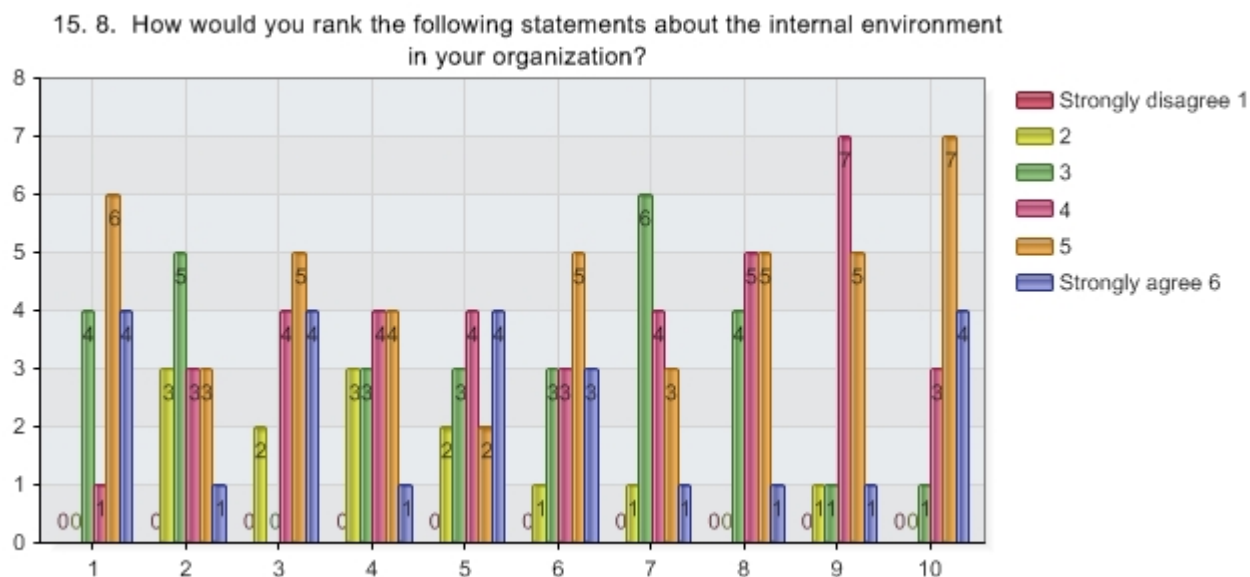
| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 13,3 % | 2 |
| 2 2 | 26,7 % | 4 |
| 3 3 | 13,3 % | 2 |
| 4 4 | 40,0 % | 6 |
| 5 5 | 0,0 % | 0 |
| 6 Strongly agree 6 | 6,7 % | 1 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,07 |
| Standard Deviation | | 1,34 |
| Median | | 3,0 |

14. 7 b. What mechanisms are used by your organization to facilitate an effective flow of communication? (Please specify below)

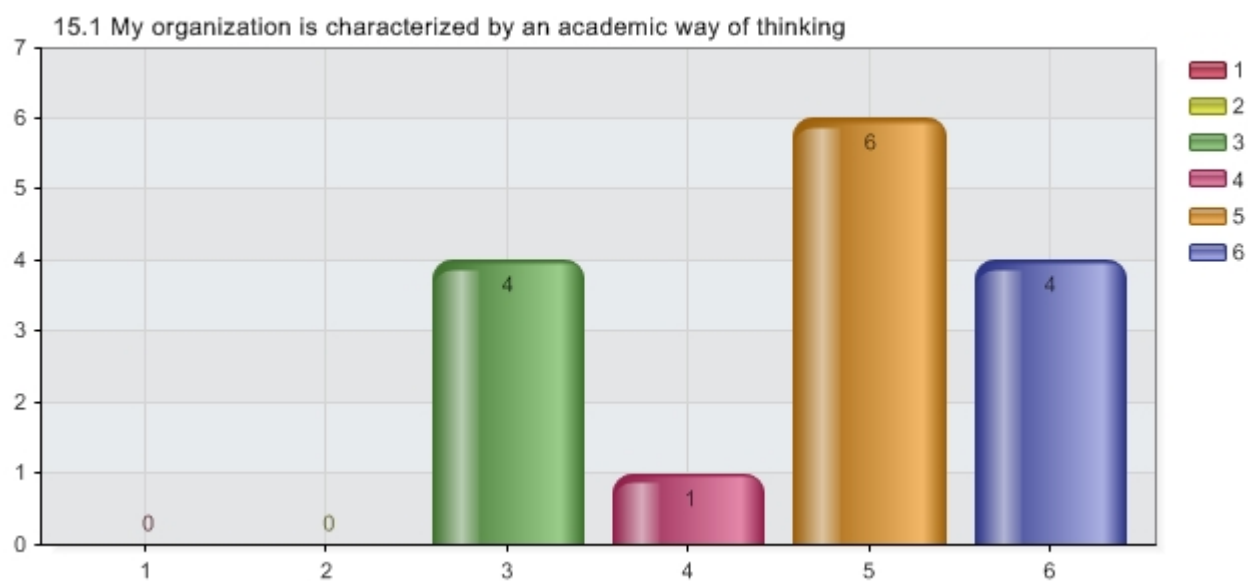
- | | |
|----------|---|
| Reply 1 | in our organization you find various communication procedures as email-copies, conferences with different leadership-levels etc. |
| Reply 2 | <p>In "NN" these include:</p> <p>Staff representatives from across all "NN" Functions sit on the Risk Management Committee, thereby helping all parts of the Foundation buy into the process.</p> <p>An up to date copy of the "NN" Risk Management Register & the Committees Terms of Reference are held on the "NN" Intranet and are accessible by all staff.</p> <p>Regular updates on the process are given to all staff at the Staff Meetings etc.</p> |
| Reply 3 | <p>An integrated performance amangement and risk maangement system is available to all members of staff and Council members.</p> <p>Risk management is addressed at formal review meetings (2 a year) with sponsoring Government Department.</p> |
| Reply 4 | Senior management meetings/briefings= outreach with stakeholders, both internal & external= benchmarking with other agencies to "grade" ourselves. |
| Reply 5 | a dedicated risk management unit having bilateral meetings with all involved |
| Reply 6 | Risk register are accessible on intranet, regular reviews are undertaken and risk is an agenda item at all principal meetings |
| Reply 7 | we have a decentralized process. A central committee organizes the communication to campus |
| Reply 8 | <p>Internal control reports</p> <p>Seminars</p> <p>Management meetings</p> |
| Reply 9 | Internally our Risk Management Committee is composed of staff from every department, and risk is mentioned regularly at general staff meetings. Risk mgt is a regular agenda item at Audit Committee and Board meetings. And (externally) our key stake holder (Gov't department) is represented on both our Board and our Audit Committee. |
| Reply 10 | <p>Examples include:</p> <ul style="list-style-type: none"> - development of annual corporate risk profile (workshops with senior managers and executives, interviews with Council members and area specialists...)= - discussions during senior executive priorities retreat= - as part of project management discussions and planning= - presentations and discussions with staff (e.g., planning network meetings) - training sessions (customized or online) |
| Reply 11 | Regular internal communications, discussions at all levels encouraged |
| Reply 12 | <p>Issues are reported to Executive/CEO/Board and managed on their 'radar'. Risk Assessment & Audit report risks to Board Audit Committee for assessments they have undertaken. Commercial decisions have risks articulated (qualitatively at present). All Executive and Board papers have risks articulated. A senior management team (Enterprise Risk Advisory Committee) meet to ensure the flow of risks up and down the organisation is effective</p> |
-

15. 8. How would you rank the following statements about the internal environment in your organization?



| Alternatives | N | Mean | Standard Deviation | Median |
|---|----|------|--------------------|--------|
| 1 My organization is characterized by an academic way of thinking | 15 | 4,67 | 1,14 | 5,0 |
| 2 Executive management is very business oriented | 15 | 3,60 | 1,20 | 3,0 |
| 3 My organization has an organizational structure with clear lines of authority and responsibility | 15 | 4,60 | 1,25 | 5,0 |
| 4 Management is committed to its assigned tasks and makes sure there are enough resources to fulfill them | 15 | 3,80 | 1,22 | 4,0 |
| 5 My organization has a positive attitude when it comes to improvements and change | 15 | 4,20 | 1,38 | 4,0 |
| 6 My organization encourages initiative and welcomes new ideas | 15 | 4,40 | 1,20 | 5,0 |
| 7 Overall, my organization has an effective two way flow of communication across the organization | 15 | 3,80 | 1,05 | 4,0 |
| 8 Management listens to its employees | 15 | 4,20 | 0,91 | 4,0 |
| 9 My organization is characterized by openness | 15 | 4,27 | 0,93 | 4,0 |
| 10 My organization has high ethical values and strong integrity standards | 15 | 4,93 | 0,85 | 5,0 |

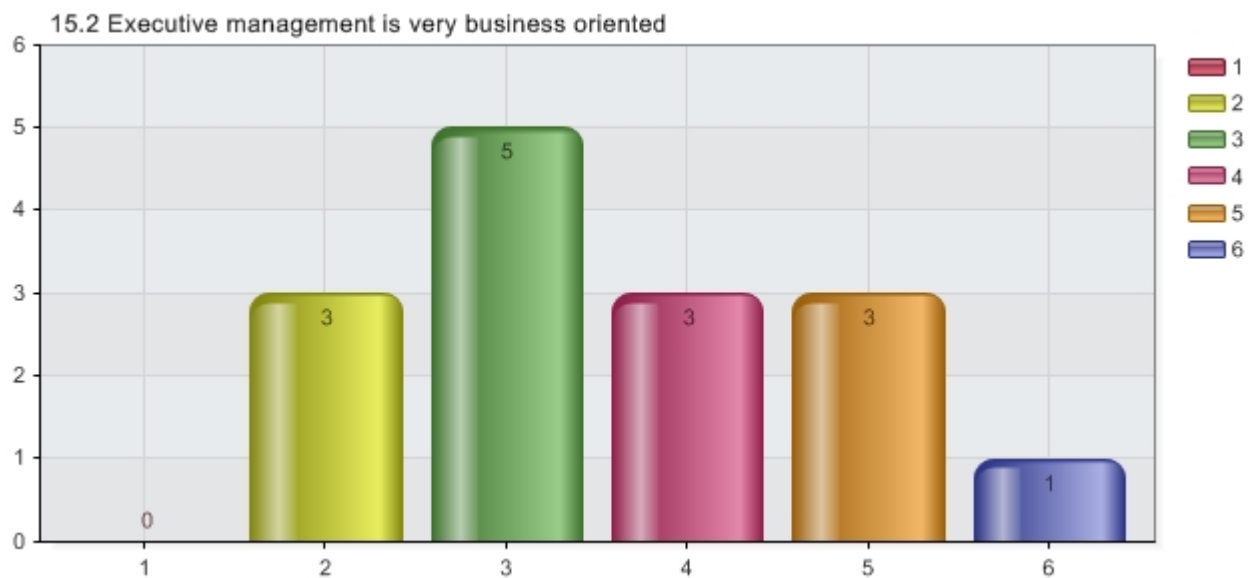
15.1 8. How would you rank the following statements about the internal environment in your organization? - My organization is characterized by an academic way of thinking



| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 0,0 % | 0 |
| 2 2 | 0,0 % | 0 |
| 3 3 | 26,7 % | 4 |
| 4 4 | 6,7 % | 1 |
| 5 5 | 40,0 % | 6 |
| 6 Strongly agree 6 | 26,7 % | 4 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,67 |
| Standard Deviation | | 1,14 |
| Median | | 5,0 |

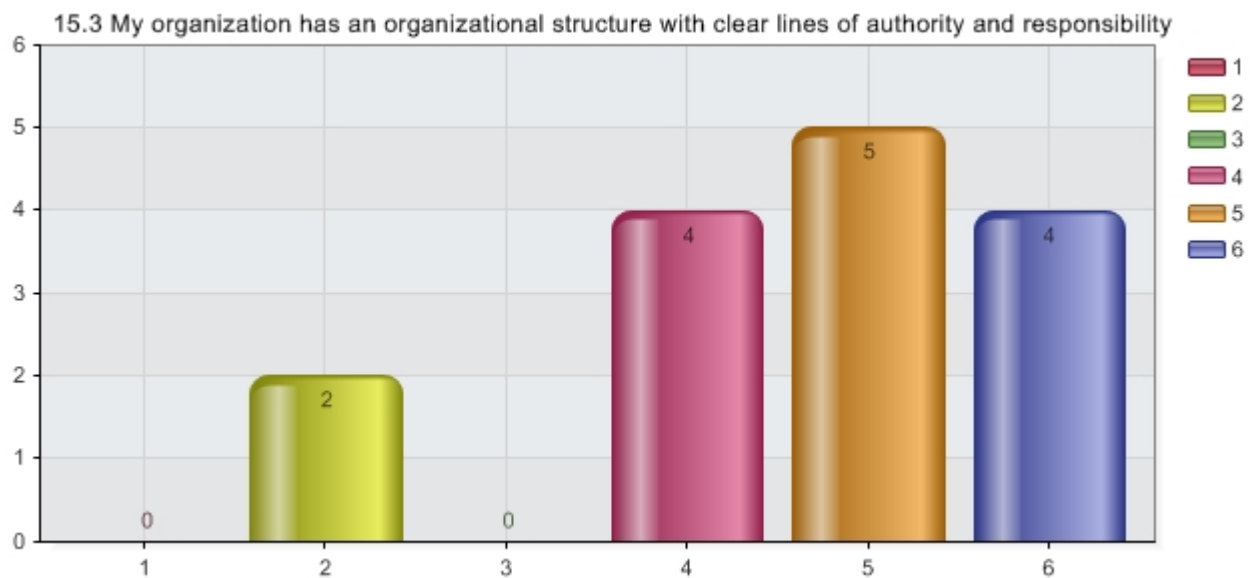
15.2 8. How would you rank the following statements about the internal environment in your organization? - Executive management is very business oriented



| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 0,0 % | 0 |
| 2 2 | 20,0 % | 3 |
| 3 3 | 33,3 % | 5 |
| 4 4 | 20,0 % | 3 |
| 5 5 | 20,0 % | 3 |
| 6 Strongly agree 6 | 6,7 % | 1 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,60 |
| Standard Deviation | | 1,20 |
| Median | | 3,0 |

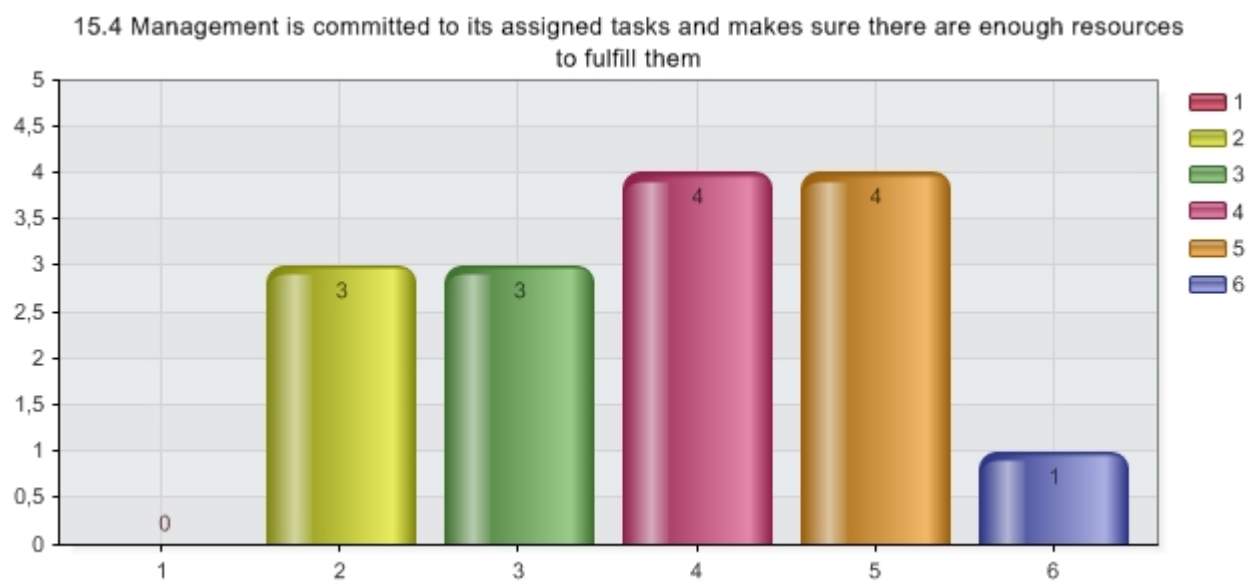
15.3 8. How would you rank the following statements about the internal environment in your organization? - My organization has an organizational structure with clear lines of authority and responsibility



| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 0,0 % | 0 |
| 2 2 | 13,3 % | 2 |
| 3 3 | 0,0 % | 0 |
| 4 4 | 26,7 % | 4 |
| 5 5 | 33,3 % | 5 |
| 6 Strongly agree 6 | 26,7 % | 4 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,60 |
| Standard Deviation | | 1,25 |
| Median | | 5,0 |

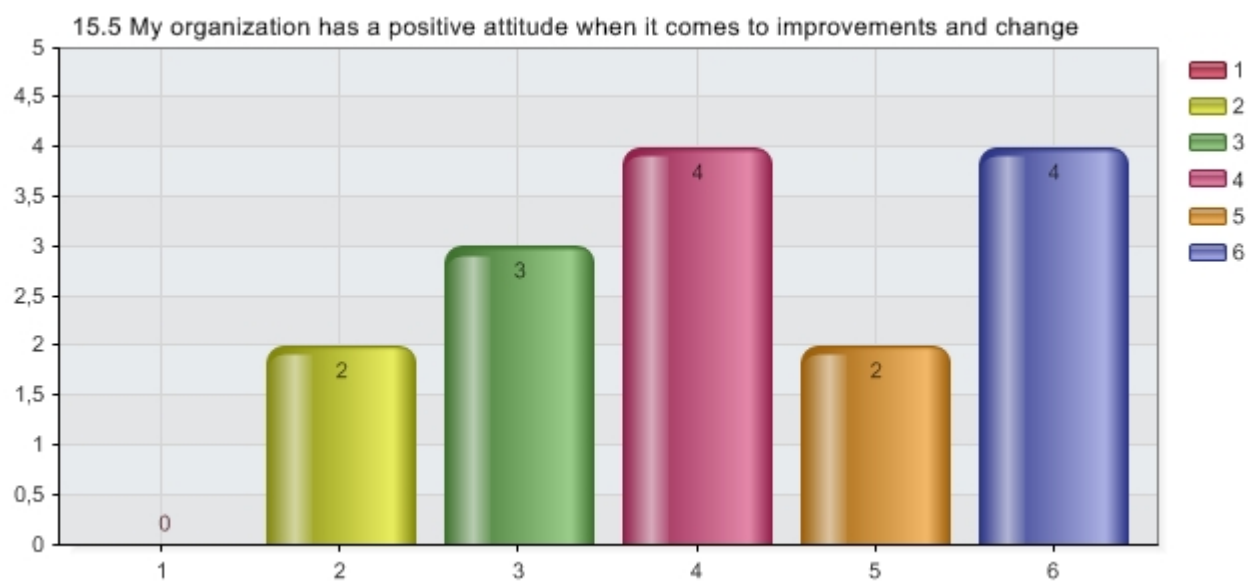
15.4 8. How would you rank the following statements about the internal environment in your organization? - Management is committed to its assigned tasks and makes sure there are enough resources to fulfill them



| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 0,0 % | 0 |
| 2 2 | 20,0 % | 3 |
| 3 3 | 20,0 % | 3 |
| 4 4 | 26,7 % | 4 |
| 5 5 | 26,7 % | 4 |
| 6 Strongly agree 6 | 6,7 % | 1 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,80 |
| Standard Deviation | | 1,22 |
| Median | | 4,0 |

15.5 8. How would you rank the following statements about the internal environment in your organization? - My organization has a positive attitude when it comes to improvements and change



| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 0,0 % | 0 |
| 2 2 | 13,3 % | 2 |
| 3 3 | 20,0 % | 3 |
| 4 4 | 26,7 % | 4 |
| 5 5 | 13,3 % | 2 |
| 6 Strongly agree 6 | 26,7 % | 4 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,20 |
| Standard Deviation | | 1,38 |
| Median | | 4,0 |

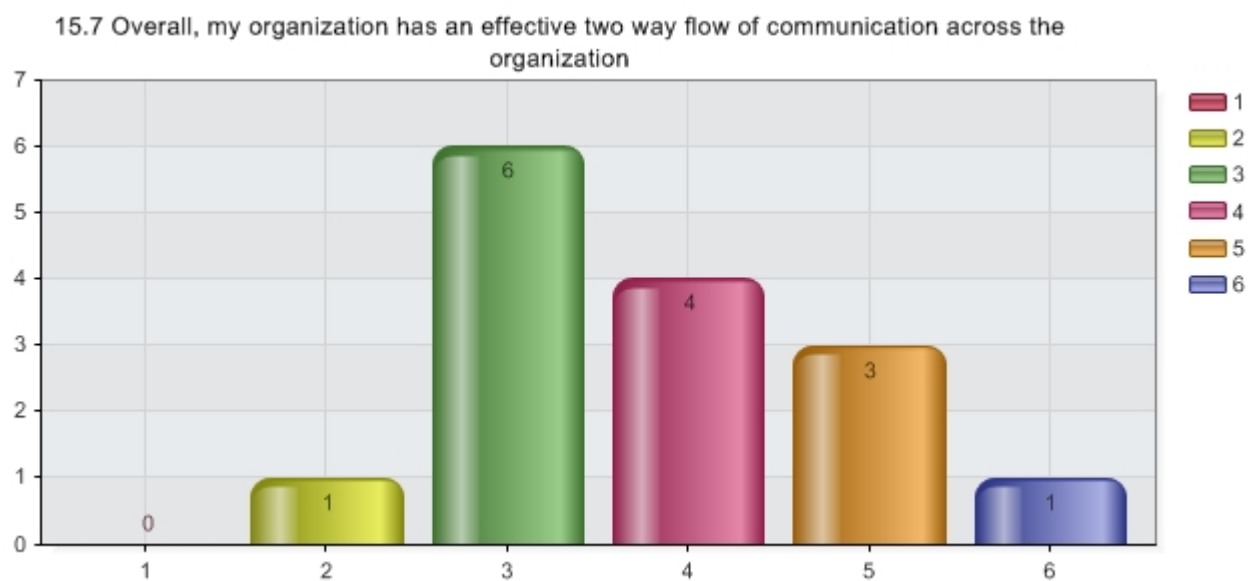
15.6 8. How would you rank the following statements about the internal environment in your organization? - My organization encourages initiative and welcomes new ideas



| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 0,0 % | 0 |
| 2 2 | 6,7 % | 1 |
| 3 3 | 20,0 % | 3 |
| 4 4 | 20,0 % | 3 |
| 5 5 | 33,3 % | 5 |
| 6 Strongly agree 6 | 20,0 % | 3 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,40 |
| Standard Deviation | | 1,20 |
| Median | | 5,0 |

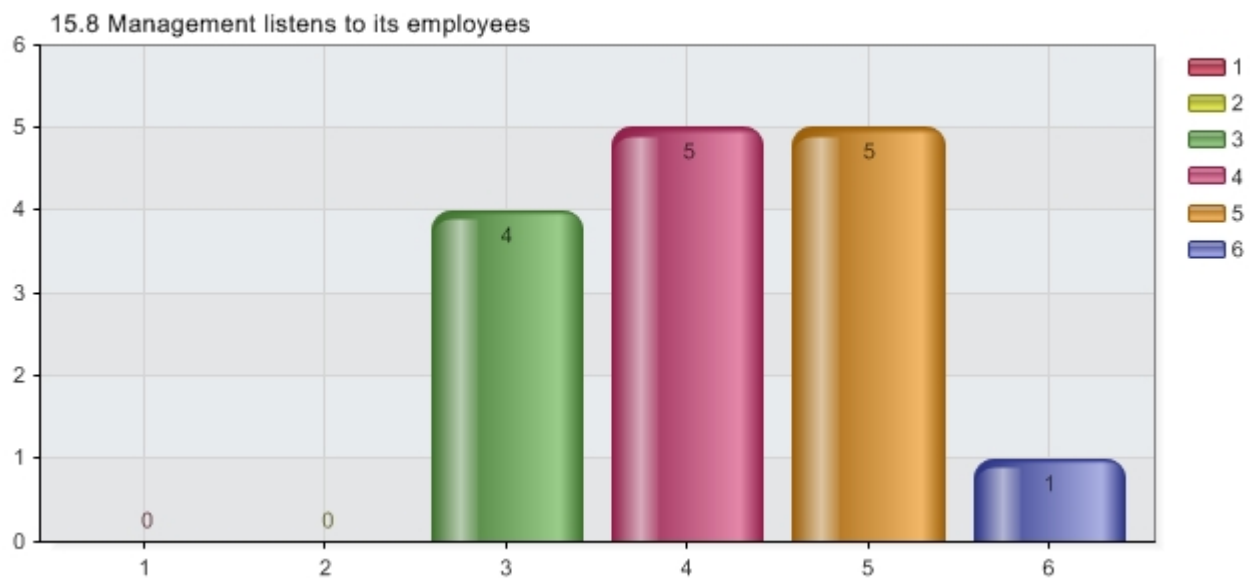
15.7 8. How would you rank the following statements about the internal environment in your organization? - Overall, my organization has an effective two way flow of communication across the organization



| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 0,0 % | 0 |
| 2 2 | 6,7 % | 1 |
| 3 3 | 40,0 % | 6 |
| 4 4 | 26,7 % | 4 |
| 5 5 | 20,0 % | 3 |
| 6 Strongly agree 6 | 6,7 % | 1 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,80 |
| Standard Deviation | | 1,05 |
| Median | | 4,0 |

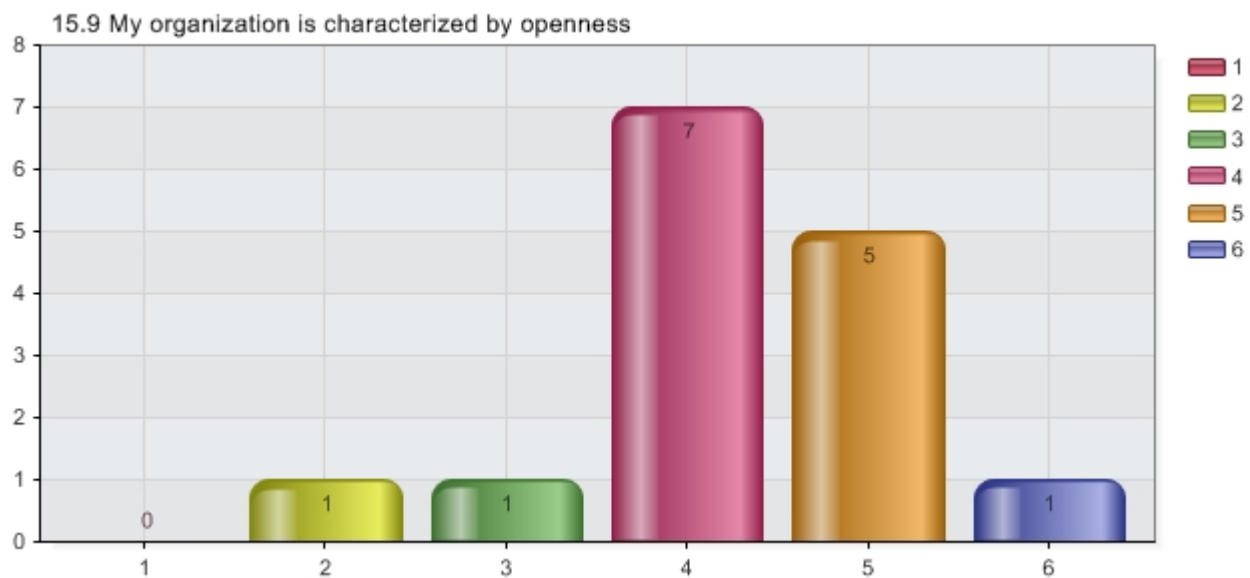
15.8 8. How would you rank the following statements about the internal environment in your organization? - Management listens to its employees



| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 0,0 % | 0 |
| 2 2 | 0,0 % | 0 |
| 3 3 | 26,7 % | 4 |
| 4 4 | 33,3 % | 5 |
| 5 5 | 33,3 % | 5 |
| 6 Strongly agree 6 | 6,7 % | 1 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,20 |
| Standard Deviation | | 0,91 |
| Median | | 4,0 |

15.9 8. How would you rank the following statements about the internal environment in your organization? - My organization is characterized by openness



| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 0,0 % | 0 |
| 2 2 | 6,7 % | 1 |
| 3 3 | 6,7 % | 1 |
| 4 4 | 46,7 % | 7 |
| 5 5 | 33,3 % | 5 |
| 6 Strongly agree 6 | 6,7 % | 1 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,27 |
| Standard Deviation | | 0,93 |
| Median | | 4,0 |

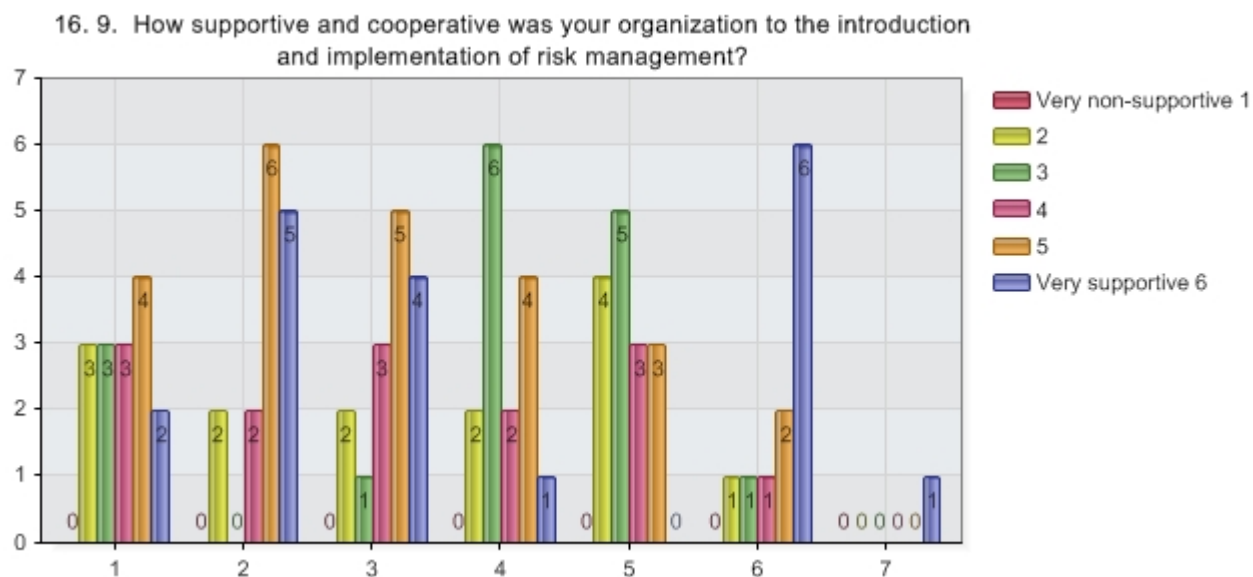
15.10 8. How would you rank the following statements about the internal environment in your organization? - My organization has high ethical values and strong integrity standards



| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 Strongly disagree 1 | 0,0 % | 0 |
| 2 2 | 0,0 % | 0 |
| 3 3 | 6,7 % | 1 |
| 4 4 | 20,0 % | 3 |
| 5 5 | 46,7 % | 7 |
| 6 Strongly agree 6 | 26,7 % | 4 |
| Total | | 15 |

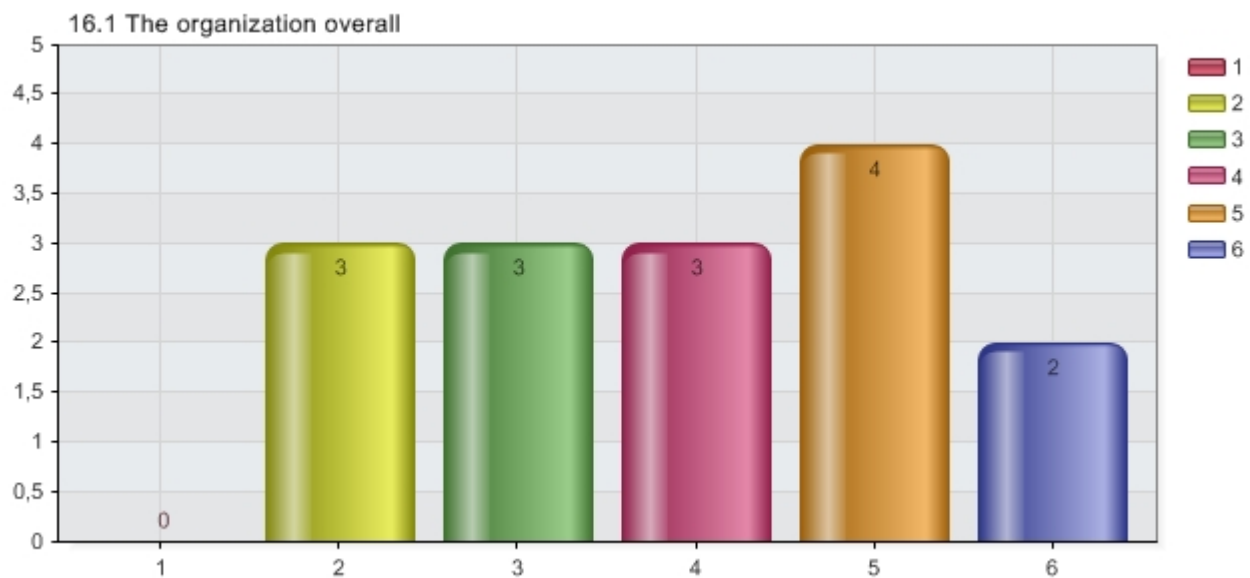
| | | |
|--------------------|--|------|
| Mean | | 4,93 |
| Standard Deviation | | 0,85 |
| Median | | 5,0 |

16. 9. How supportive and cooperative was your organization to the introduction and implementation of risk management?



| Alternatives | N | Mean | Standard Deviation | Median |
|-------------------------------------|----|------|--------------------|--------|
| 1 The organization overall | 15 | 3,93 | 1,34 | 4,0 |
| 2 The Chief Executive Officer | 15 | 4,80 | 1,28 | 5,0 |
| 3 Executive management | 15 | 4,53 | 1,31 | 5,0 |
| 4 Senior / middle / line management | 15 | 3,73 | 1,18 | 3,0 |
| 5 Staff / employees | 15 | 3,33 | 1,07 | 3,0 |
| 6 The Board (if applicable) | 11 | 5,00 | 1,35 | 6,0 |
| 7 Other (please specify below) | 1 | 6,00 | 0,00 | 6,0 |

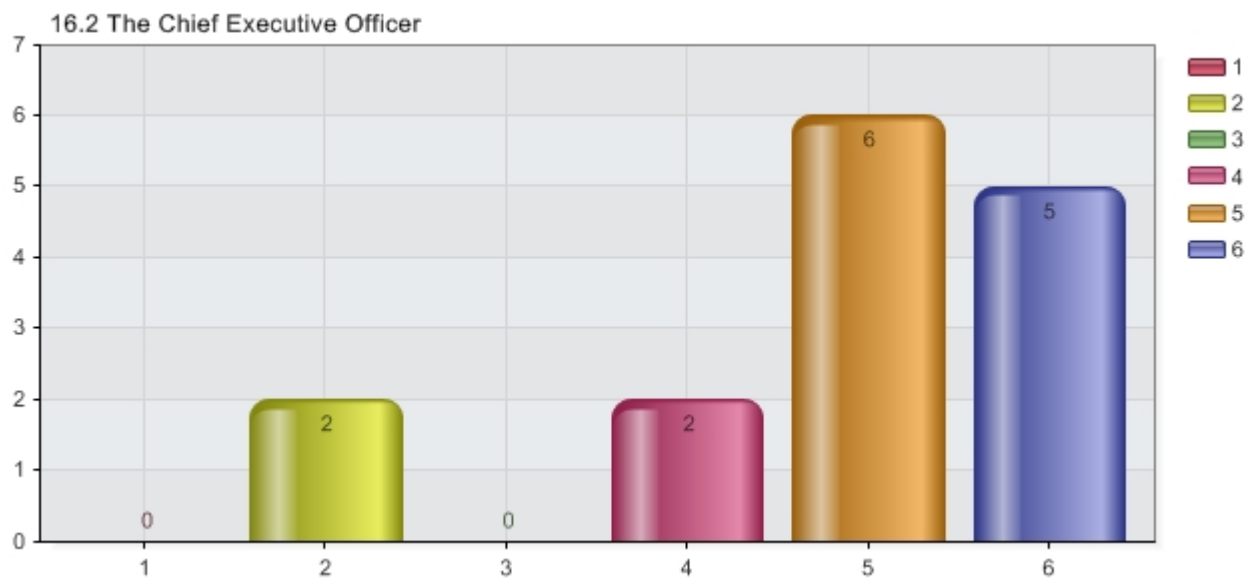
16.1 9. How supportive and cooperative was your organization to the introduction and implementation of risk management? - The organization overall



| Alternatives | Percent | Value |
|-------------------------|---------|-------|
| 1 Very non-supportive 1 | 0,0 % | 0 |
| 2 2 | 20,0 % | 3 |
| 3 3 | 20,0 % | 3 |
| 4 4 | 20,0 % | 3 |
| 5 5 | 26,7 % | 4 |
| 6 Very supportive 6 | 13,3 % | 2 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,93 |
| Standard Deviation | | 1,34 |
| Median | | 4,0 |

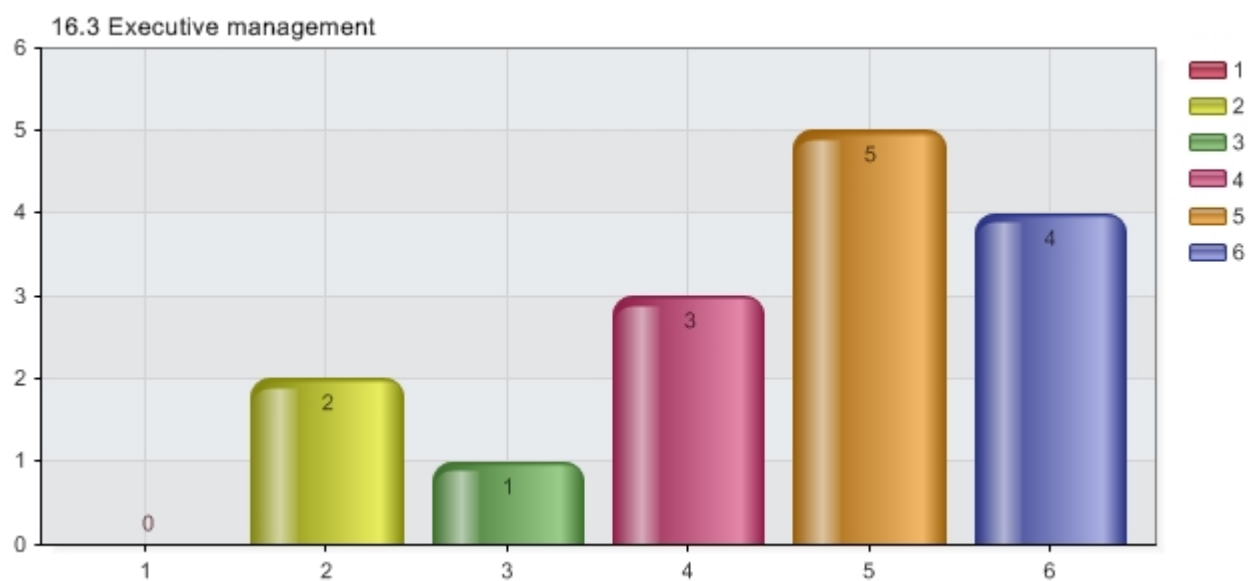
16.2 9. How supportive and cooperative was your organization to the introduction and implementation of risk management? - The Chief Executive Officer



| Alternatives | Percent | Value |
|-------------------------|---------|-------|
| 1 Very non-supportive 1 | 0,0 % | 0 |
| 2 2 | 13,3 % | 2 |
| 3 3 | 0,0 % | 0 |
| 4 4 | 13,3 % | 2 |
| 5 5 | 40,0 % | 6 |
| 6 Very supportive 6 | 33,3 % | 5 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,80 |
| Standard Deviation | | 1,28 |
| Median | | 5,0 |

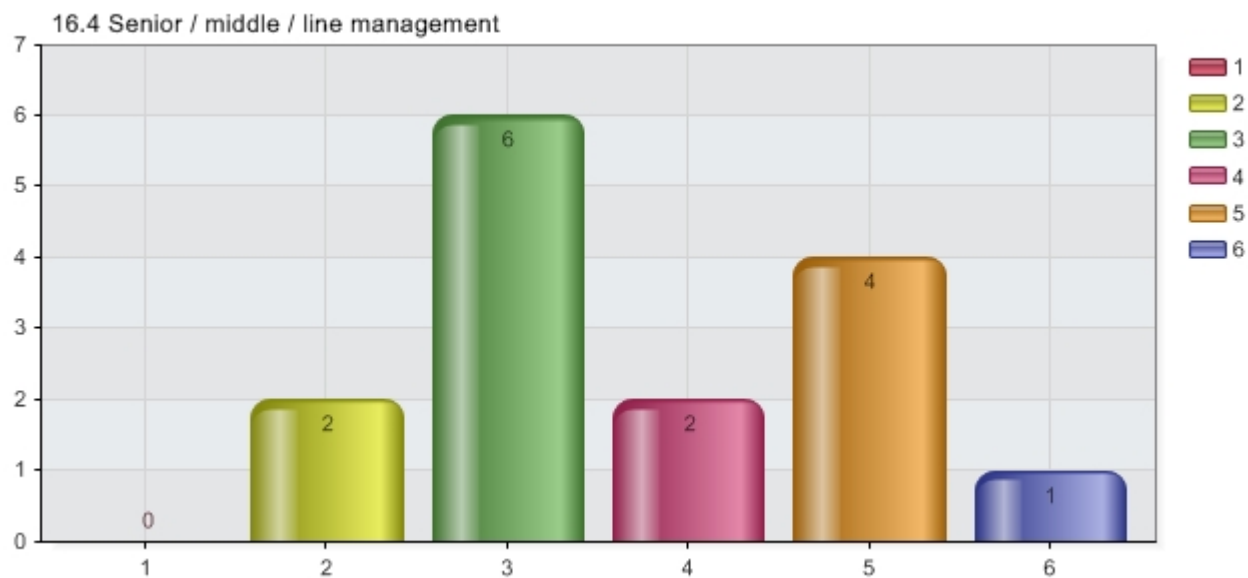
16.3 9. How supportive and cooperative was your organization to the introduction and implementation of risk management? - Executive management



| Alternatives | Percent | Value |
|-------------------------|---------|-------|
| 1 Very non-supportive 1 | 0,0 % | 0 |
| 2 2 | 13,3 % | 2 |
| 3 3 | 6,7 % | 1 |
| 4 4 | 20,0 % | 3 |
| 5 5 | 33,3 % | 5 |
| 6 Very supportive 6 | 26,7 % | 4 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,53 |
| Standard Deviation | | 1,31 |
| Median | | 5,0 |

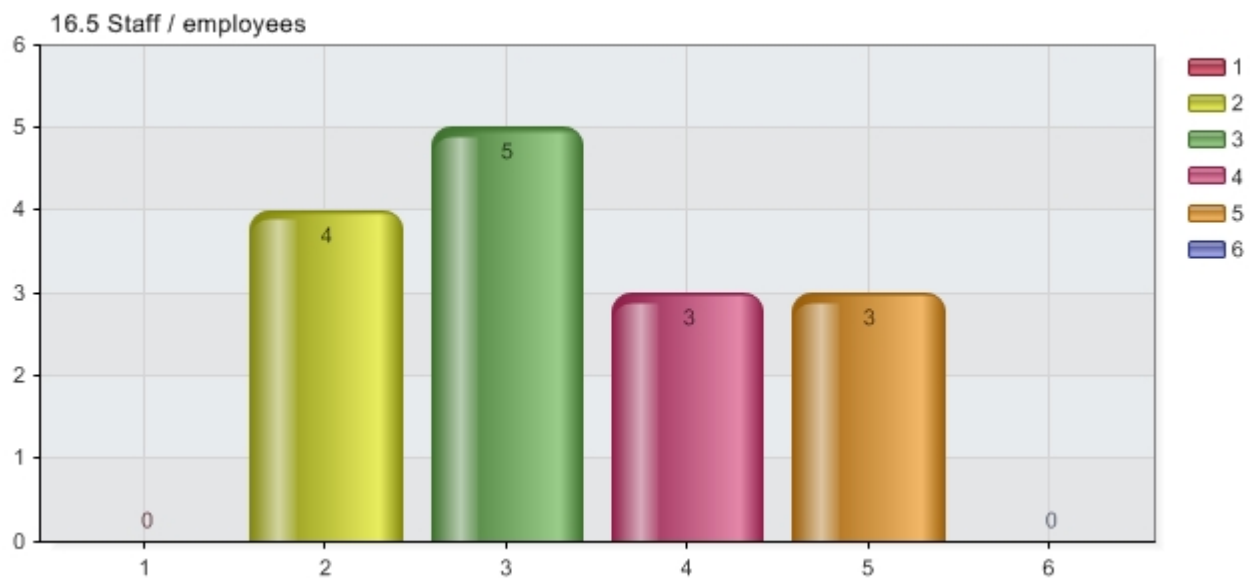
16.4 9. How supportive and cooperative was your organization to the introduction and implementation of risk management? - Senior / middle / line management



| Alternatives | Percent | Value |
|-------------------------|---------|-------|
| 1 Very non-supportive 1 | 0,0 % | 0 |
| 2 2 | 13,3 % | 2 |
| 3 3 | 40,0 % | 6 |
| 4 4 | 13,3 % | 2 |
| 5 5 | 26,7 % | 4 |
| 6 Very supportive 6 | 6,7 % | 1 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,73 |
| Standard Deviation | | 1,18 |
| Median | | 3,0 |

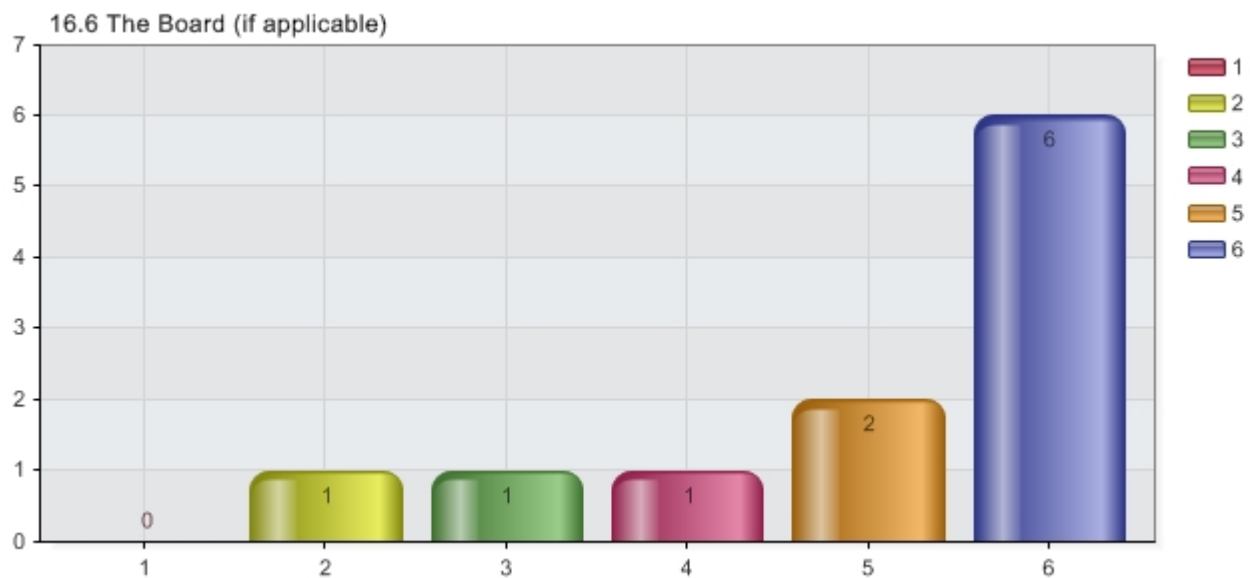
16.5 9. How supportive and cooperative was your organization to the introduction and implementation of risk management? - Staff / employees



| Alternatives | Percent | Value |
|-------------------------|---------|-------|
| 1 Very non-supportive 1 | 0,0 % | 0 |
| 2 2 | 26,7 % | 4 |
| 3 3 | 33,3 % | 5 |
| 4 4 | 20,0 % | 3 |
| 5 5 | 20,0 % | 3 |
| 6 Very supportive 6 | 0,0 % | 0 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,33 |
| Standard Deviation | | 1,07 |
| Median | | 3,0 |

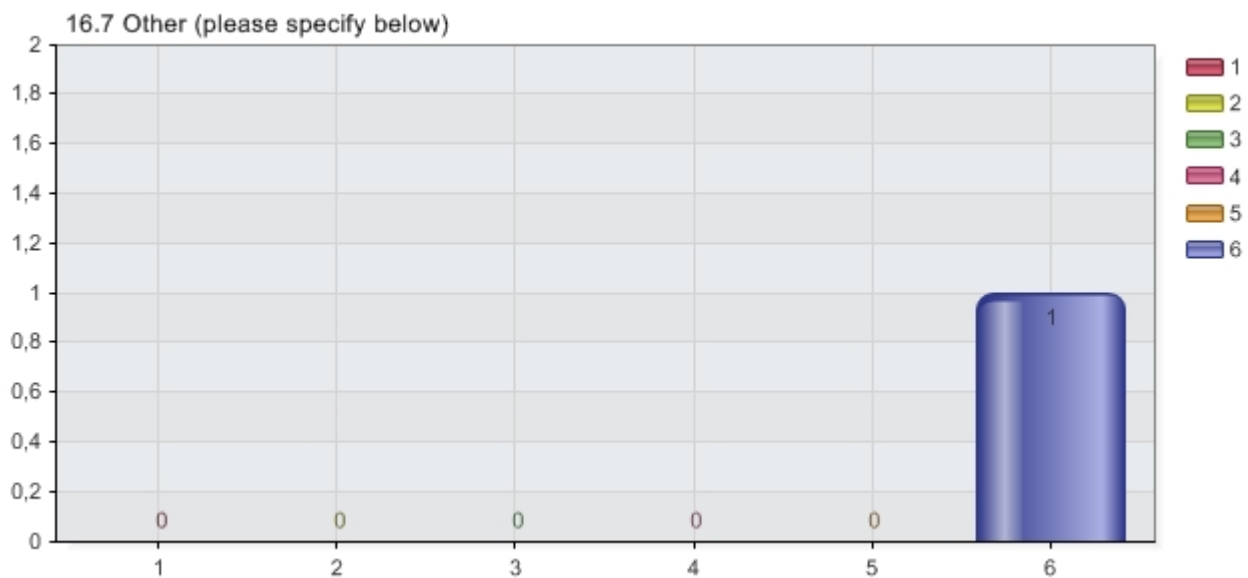
16.6 9. How supportive and cooperative was your organization to the introduction and implementation of risk management? - The Board (if applicable)



| Alternatives | Percent | Value |
|-------------------------|---------|-------|
| 1 Very non-supportive 1 | 0,0 % | 0 |
| 2 2 | 9,1 % | 1 |
| 3 3 | 9,1 % | 1 |
| 4 4 | 9,1 % | 1 |
| 5 5 | 18,2 % | 2 |
| 6 Very supportive 6 | 54,5 % | 6 |
| Total | | 11 |

| | | |
|--------------------|--|------|
| Mean | | 5,00 |
| Standard Deviation | | 1,35 |
| Median | | 6,0 |

16.7 9. How supportive and cooperative was your organization to the introduction and implementation of risk management? - Other (please specify below)



| Alternatives | Percent | Value |
|-------------------------|---------|-------|
| 1 Very non-supportive 1 | 0,0 % | 0 |
| 2 2 | 0,0 % | 0 |
| 3 3 | 0,0 % | 0 |
| 4 4 | 0,0 % | 0 |
| 5 5 | 0,0 % | 0 |
| 6 Very supportive 6 | 100,0 % | 1 |
| Total | | 1 |

| | | |
|--------------------|--|------|
| Mean | | 6,00 |
| Standard Deviation | | 0,00 |
| Median | | 6,0 |

17. Other

| | |
|----------|----------------|
| Reply 1 | Other: |
| Reply 2 | Other: |
| Reply 3 | Other: |
| Reply 4 | Other: Council |
| Reply 5 | Other: |
| Reply 6 | Other: |
| Reply 7 | Other: |
| Reply 8 | Other: |
| Reply 9 | Other: |
| Reply 10 | Other: |
| Reply 11 | Other: |
| Reply 12 | Other: |
| Reply 13 | Other: |
| Reply 14 | Other: |
| Reply 15 | Other: |
| Reply 16 | Other: |
| Reply 17 | Other: |

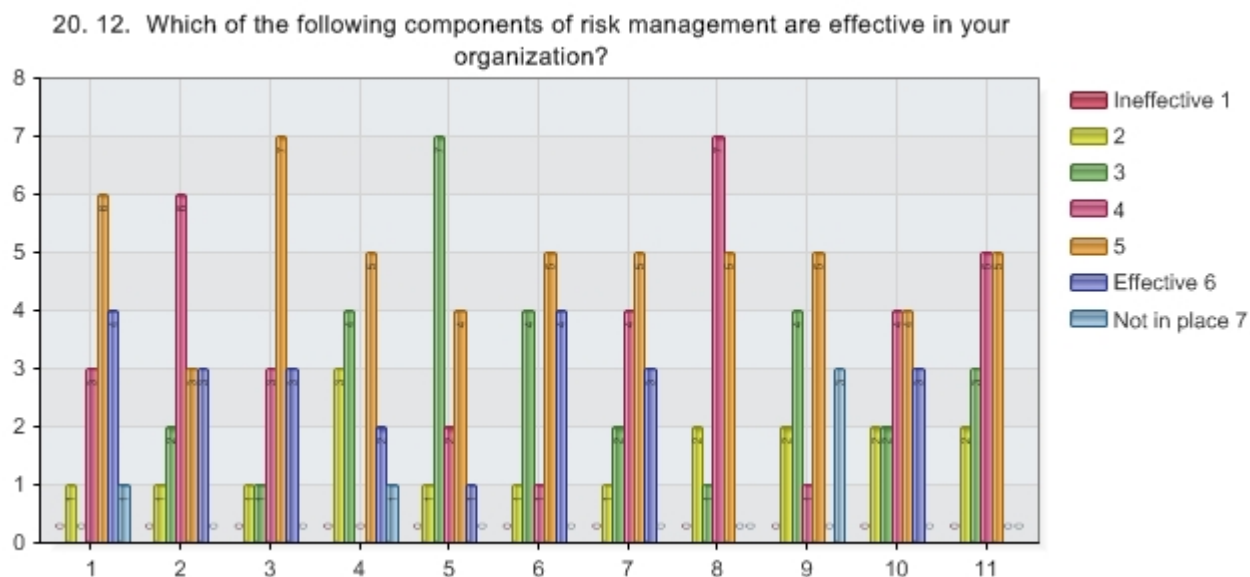
18. 10. Please describe how support for risk management was gained throughout your organization: (If applicable)

- | | |
|---------|--|
| Reply 1 | Regular & Clear Communication on the process between Board/Mgt and staff. Representation of all key functions on the Risk Mgt Committee. |
| Reply 2 | Risk management can be perceived as bureaucratic. By linking risks to organisational objectives, the impact on the business has been made clear. And lots of talking and lots of internal communications |
| Reply 3 | Constant education about the negative consequences of no action and a changing US Federal environment with increased emphasis on accountability. |
| Reply 4 | Flow down from the President and senior leadership |
| Reply 5 | Clear communication of why it was being put in place was critical to its success. |
| Reply 6 | Leadership has to be supportive first and foremost and see RM as a priority to divert resources. Central agency policies and requirements also raise the priority for the practice - though we receive no incremental resources from the centre for risk management. Our corporate risk initiatives were kickstarted by central agency requirements. Value and use of the corporate risk profile is also helpful in growing support for the value of the practice and thinking through the significant risks that can affect the organization. |
| Reply 7 | Regular briefings and training sessions for all staff |
| Reply 8 | Risk was driven from the Board & therefore mandated. The trick was then to win over lower levels that viewed it as bureaucracy. This was done in stages and is still a journey we travel. Through awareness ('it couldn't happen to me'), making the line responsible and allowing them to drive the change, and then assisting them in getting major projects 'pass the Board' and driving it from the strategy (risk is a key activity in the development of the strategy). More recently, by deliberately staggering the implementation of change so that it has time to 'sink in' and be adopted without being overwhelming. |

19. 11. In order to succeed with risk management, what do you consider to be the 3 most critical factors within your organization?
(Please specify below)

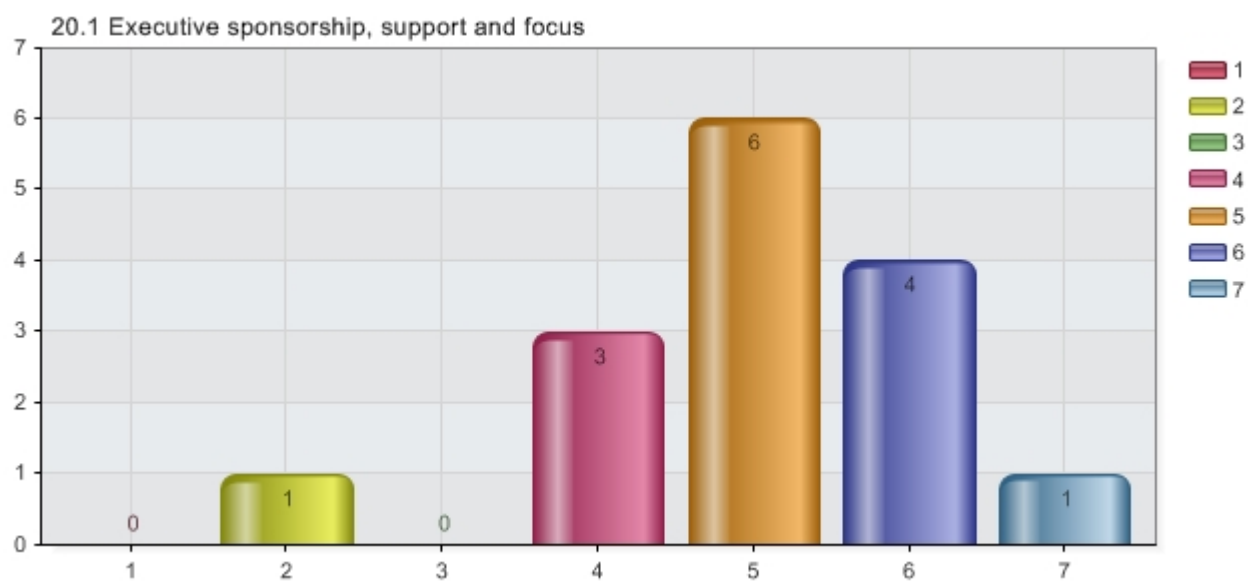
- | | |
|----------|---|
| Reply 1 | Buy in from all key functions in "NN". Clear Communication between all stakeholders. Regular review and update of "NN" Risk Register & Requirements. |
| Reply 2 | Leadership from the top of the organisation Effective processes Sufficient resources |
| Reply 3 | i) Integration with normal business processes, rather than treating it separately. ii) Not making it too complex. iii) Aligning it to key risks to the business, rather than to the risk of not meeting the business's objectives, as the two are not the same. |
| Reply 4 | (1) Executive level sponsorship (2) Resourced appropriately (3) Constant follow-up & cycle of continuous improvement |
| Reply 5 | 1. commitment at the top 2. visible changes 3. communication |
| Reply 6 | a commitment and involvement of board and management b agreement about what risks are and how to monitor them (concerning 'science' being the goal of the organisation) |
| Reply 7 | Good clear process Clear standard scoring matrices Good follow up and review |
| Reply 8 | infrastructure Risk identification implementation plan |
| Reply 9 | Sufficient priority from the management Visibility Employee awareness |
| Reply 10 | 1. It must have, and be seen to have, senior management backing. 2. It must be easily explained as a concept. 3. Practical examples of an identified risk and the consequences of it are a great assistance in focusing peoples minds and attitudes. |
| Reply 11 | 1) Senior Executive Championing and Driving the practice (including allocation of resources) 2) Common understanding, language, including framework and approach for risk management 3) Integration with other management practices - e.g., planning, performance management, environmental scanning... |
| Reply 12 | commitment flow through ease of process |
| Reply 13 | 1. CEO Support 2. Clear simple framework and guidelines/standards 3. Target application/rollout to the most important decisions/strategies and flow down rather than trying to build from the bottom up |

20. 12. Which of the following components of risk management are effective in your organization?



| Alternatives | N | Mean | Standard Deviation | Median |
|--|----|------|--------------------|--------|
| 1 Executive sponsorship, support and focus | 15 | 5,00 | 1,15 | 5,0 |
| 2 Line management ownership of risk management | 15 | 4,33 | 1,14 | 4,0 |
| 3 Defined & communicated risk management policy and procedures | 15 | 4,67 | 1,07 | 5,0 |
| 4 The linkage between risks and corporate aims and objectives | 15 | 4,13 | 1,59 | 5,0 |
| 5 The level of understanding of risk and risk management across the organization | 15 | 3,80 | 1,11 | 3,0 |
| 6 Identification of risk | 15 | 4,47 | 1,31 | 5,0 |
| 7 Risk assessment – analysis and prioritization of risk | 15 | 4,47 | 1,15 | 5,0 |
| 8 Risk treatment – development, follow-up and monitoring of action plans | 15 | 4,00 | 0,97 | 4,0 |
| 9 Development of key risk performance indicators to measure performance | 15 | 4,40 | 1,67 | 5,0 |
| 10 Continuous review / feedback / reports on risk management strategies and performance | 15 | 4,27 | 1,29 | 4,0 |
| 11 Resourcing (in terms of people, time and money) of risk management processes and strategies | 15 | 3,87 | 1,02 | 4,0 |

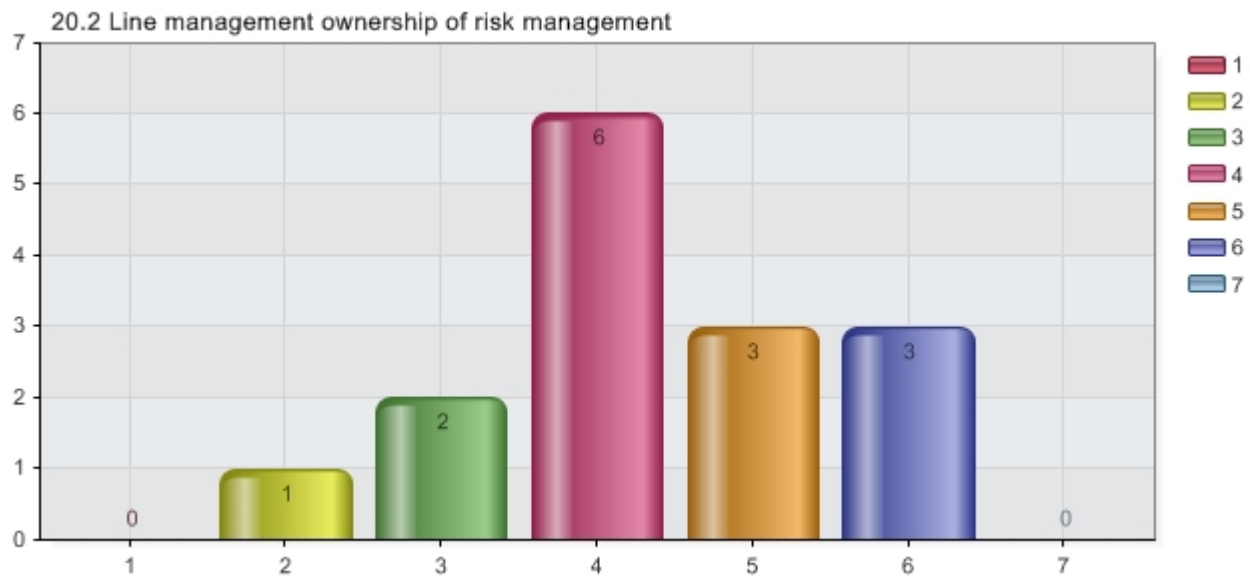
20.1 12. Which of the following components of risk management are effective in your organization? - Executive sponsorship, support and focus



| Alternatives | Percent | Value |
|------------------|---------|-------|
| 1 Ineffective 1 | 0,0 % | 0 |
| 2 2 | 6,7 % | 1 |
| 3 3 | 0,0 % | 0 |
| 4 4 | 20,0 % | 3 |
| 5 5 | 40,0 % | 6 |
| 6 Effective 6 | 26,7 % | 4 |
| 7 Not in place 7 | 6,7 % | 1 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 5,00 |
| Standard Deviation | | 1,15 |
| Median | | 5,0 |

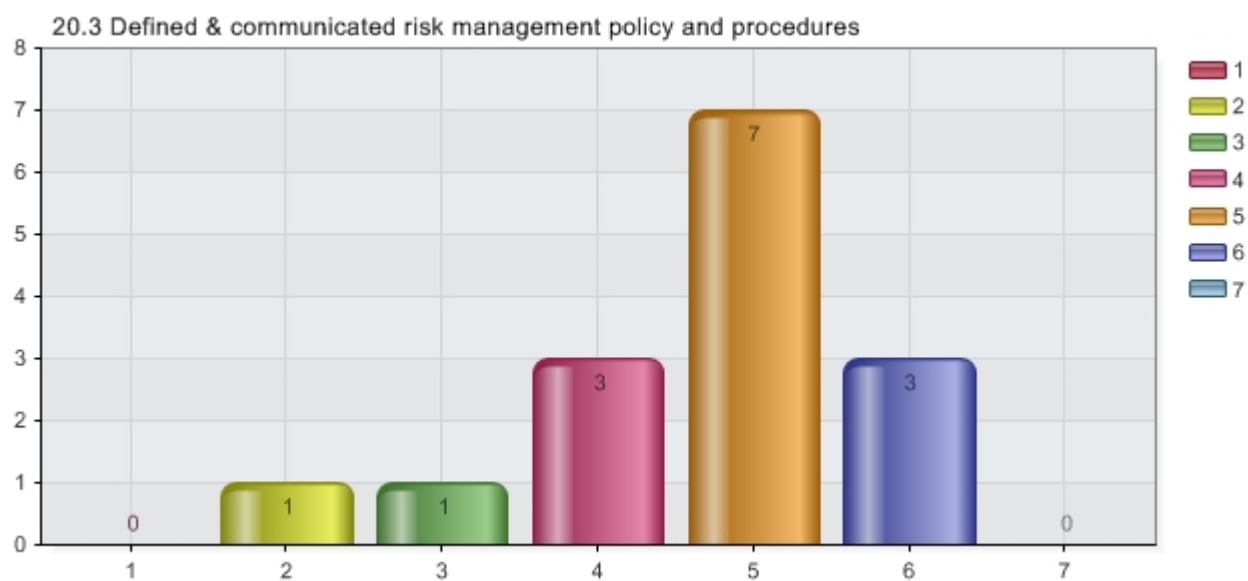
20.2 12. Which of the following components of risk management are effective in your organization? - Line management ownership of risk management



| Alternatives | Percent | Value |
|------------------|---------|-------|
| 1 Ineffective 1 | 0,0 % | 0 |
| 2 2 | 6,7 % | 1 |
| 3 3 | 13,3 % | 2 |
| 4 4 | 40,0 % | 6 |
| 5 5 | 20,0 % | 3 |
| 6 Effective 6 | 20,0 % | 3 |
| 7 Not in place 7 | 0,0 % | 0 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,33 |
| Standard Deviation | | 1,14 |
| Median | | 4,0 |

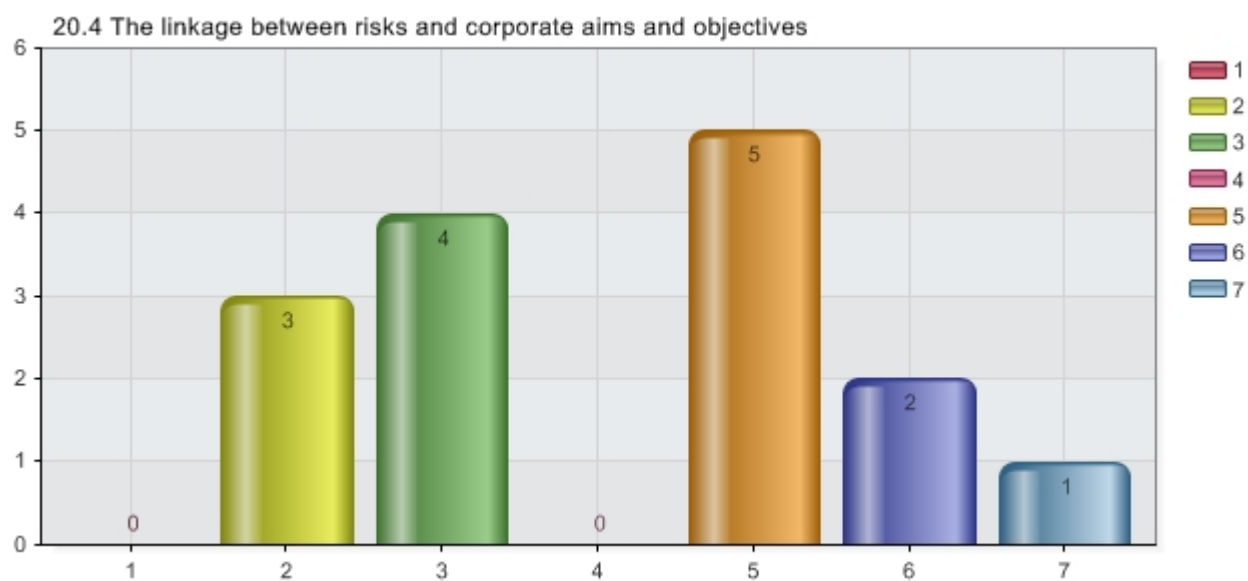
20.3 12. Which of the following components of risk management are effective in your organization? - Defined & communicated risk management policy and procedures



| Alternatives | Percent | Value |
|------------------|---------|-------|
| 1 Ineffective 1 | 0,0 % | 0 |
| 2 2 | 6,7 % | 1 |
| 3 3 | 6,7 % | 1 |
| 4 4 | 20,0 % | 3 |
| 5 5 | 46,7 % | 7 |
| 6 Effective 6 | 20,0 % | 3 |
| 7 Not in place 7 | 0,0 % | 0 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,67 |
| Standard Deviation | | 1,07 |
| Median | | 5,0 |

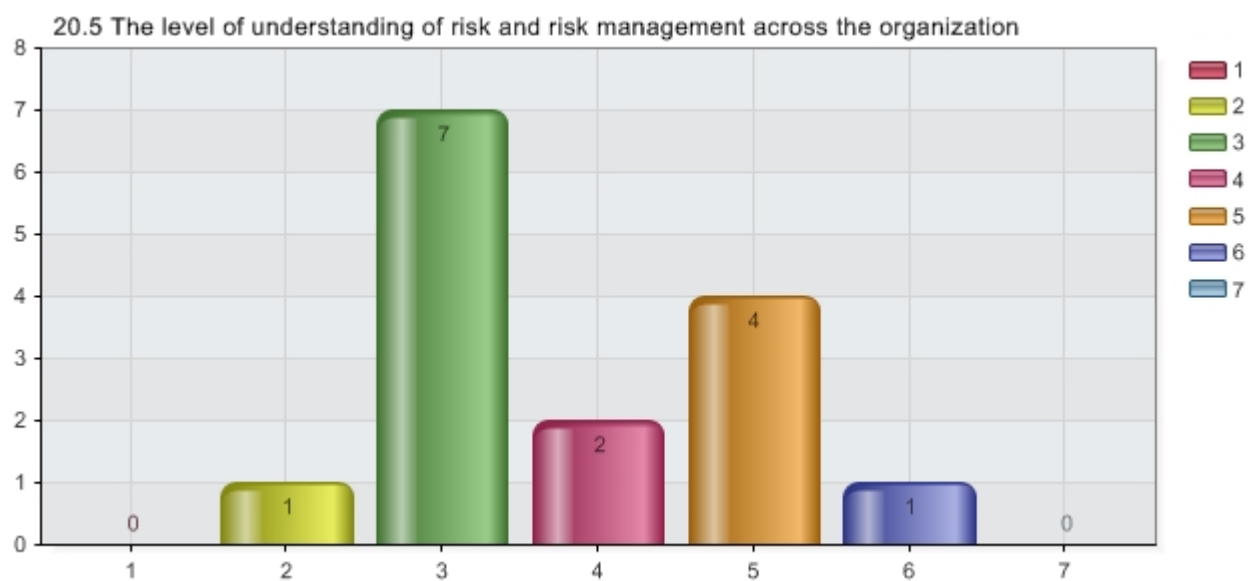
20.4 12. Which of the following components of risk management are effective in your organization? - The linkage between risks and corporate aims and objectives



| Alternatives | Percent | Value |
|------------------|---------|-------|
| 1 Ineffective 1 | 0,0 % | 0 |
| 2 2 | 20,0 % | 3 |
| 3 3 | 26,7 % | 4 |
| 4 4 | 0,0 % | 0 |
| 5 5 | 33,3 % | 5 |
| 6 Effective 6 | 13,3 % | 2 |
| 7 Not in place 7 | 6,7 % | 1 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,13 |
| Standard Deviation | | 1,59 |
| Median | | 5,0 |

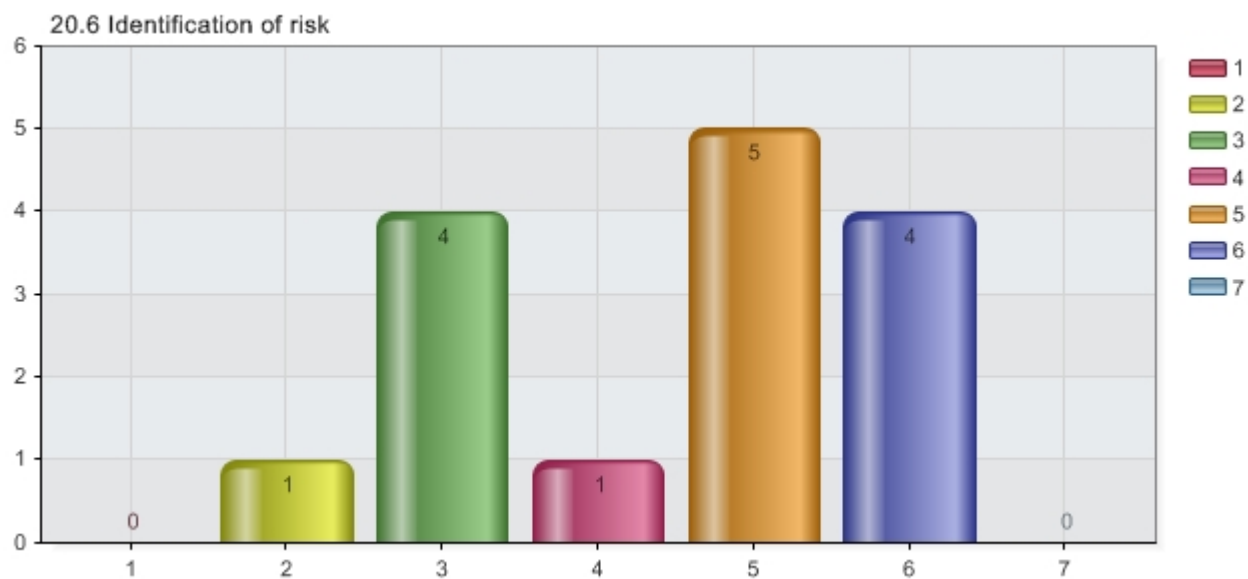
20.5 12. Which of the following components of risk management are effective in your organization? - The level of understanding of risk and risk management across the organization



| Alternatives | Percent | Value |
|------------------|---------|-------|
| 1 Ineffective 1 | 0,0 % | 0 |
| 2 2 | 6,7 % | 1 |
| 3 3 | 46,7 % | 7 |
| 4 4 | 13,3 % | 2 |
| 5 5 | 26,7 % | 4 |
| 6 Effective 6 | 6,7 % | 1 |
| 7 Not in place 7 | 0,0 % | 0 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,80 |
| Standard Deviation | | 1,11 |
| Median | | 3,0 |

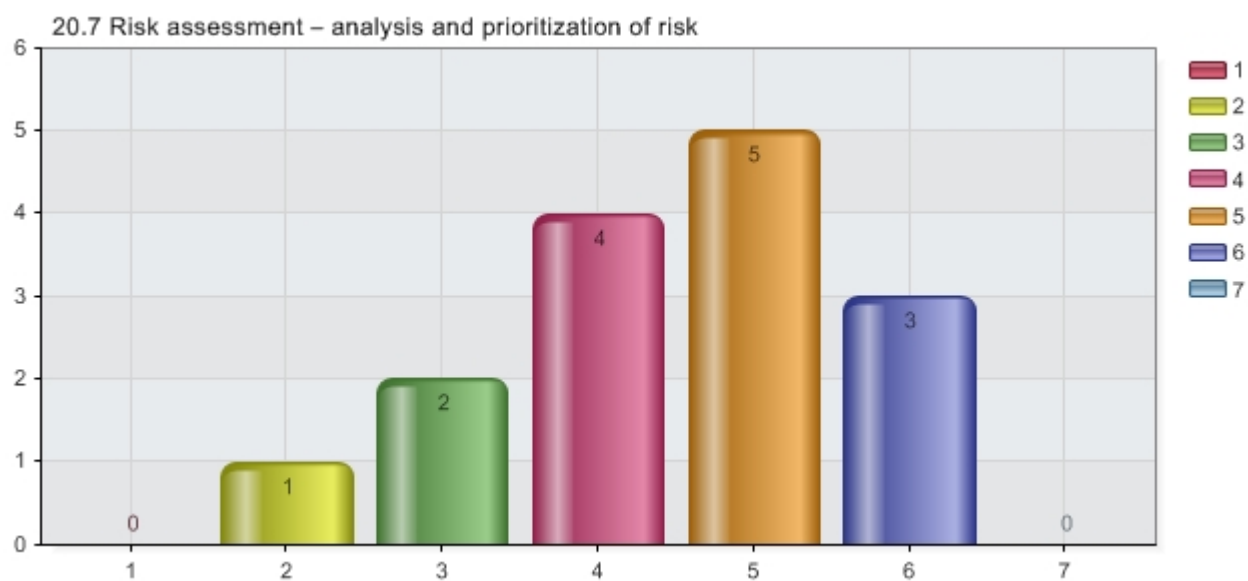
20.6 12. Which of the following components of risk management are effective in your organization? - Identification of risk



| Alternatives | Percent | Value |
|------------------|---------|-------|
| 1 Ineffective 1 | 0,0 % | 0 |
| 2 2 | 6,7 % | 1 |
| 3 3 | 26,7 % | 4 |
| 4 4 | 6,7 % | 1 |
| 5 5 | 33,3 % | 5 |
| 6 Effective 6 | 26,7 % | 4 |
| 7 Not in place 7 | 0,0 % | 0 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,47 |
| Standard Deviation | | 1,31 |
| Median | | 5,0 |

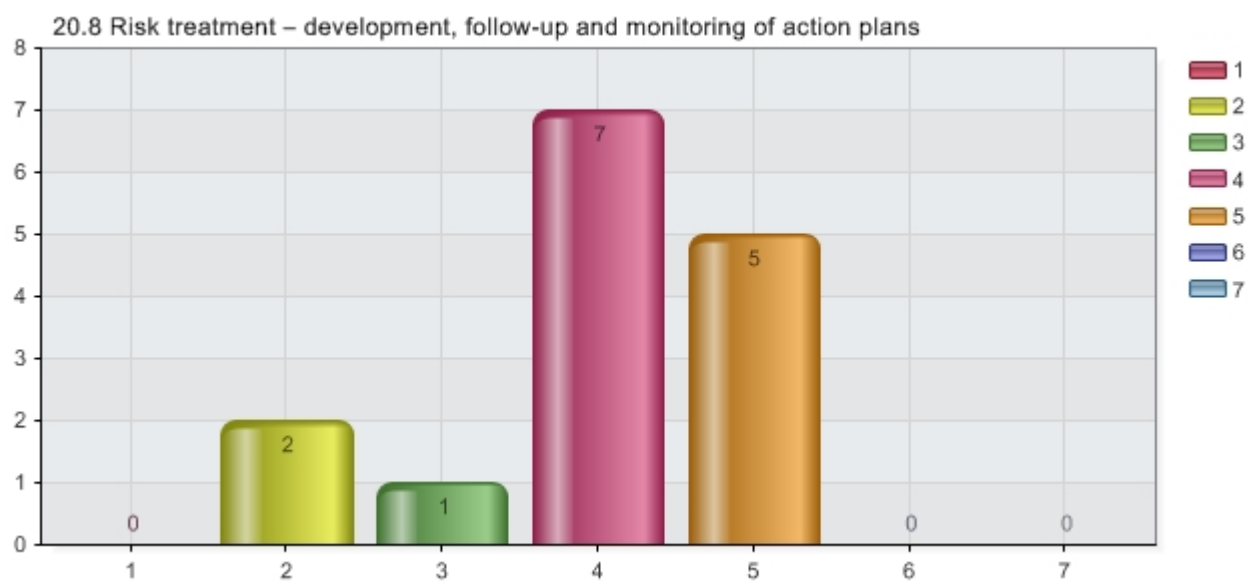
20.7 12. Which of the following components of risk management are effective in your organization? - Risk assessment – analysis and prioritization of risk



| Alternatives | Percent | Value |
|------------------|---------|-------|
| 1 Ineffective 1 | 0,0 % | 0 |
| 2 2 | 6,7 % | 1 |
| 3 3 | 13,3 % | 2 |
| 4 4 | 26,7 % | 4 |
| 5 5 | 33,3 % | 5 |
| 6 Effective 6 | 20,0 % | 3 |
| 7 Not in place 7 | 0,0 % | 0 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,47 |
| Standard Deviation | | 1,15 |
| Median | | 5,0 |

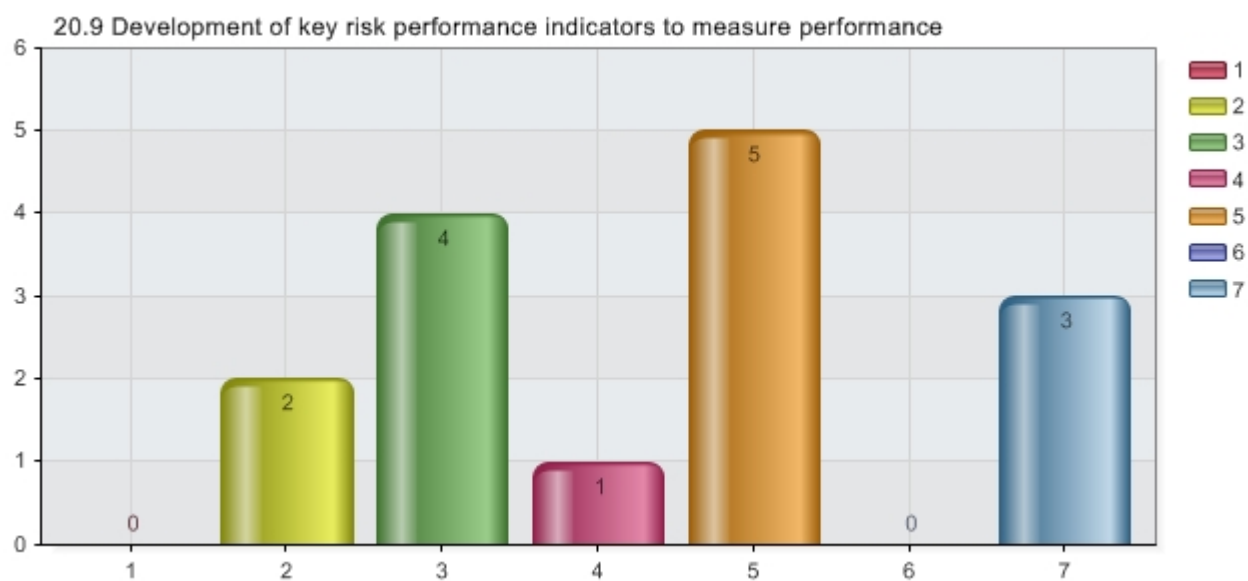
20.8 12. Which of the following components of risk management are effective in your organization? - Risk treatment – development, follow-up and monitoring of action plans



| Alternatives | Percent | Value |
|------------------|---------|-------|
| 1 Ineffective 1 | 0,0 % | 0 |
| 2 2 | 13,3 % | 2 |
| 3 3 | 6,7 % | 1 |
| 4 4 | 46,7 % | 7 |
| 5 5 | 33,3 % | 5 |
| 6 Effective 6 | 0,0 % | 0 |
| 7 Not in place 7 | 0,0 % | 0 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,00 |
| Standard Deviation | | 0,97 |
| Median | | 4,0 |

20.9 12. Which of the following components of risk management are effective in your organization? - Development of key risk performance indicators to measure performance



| Alternatives | Percent | Value |
|------------------|---------|-------|
| 1 Ineffective 1 | 0,0 % | 0 |
| 2 2 | 13,3 % | 2 |
| 3 3 | 26,7 % | 4 |
| 4 4 | 6,7 % | 1 |
| 5 5 | 33,3 % | 5 |
| 6 Effective 6 | 0,0 % | 0 |
| 7 Not in place 7 | 20,0 % | 3 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,40 |
| Standard Deviation | | 1,67 |
| Median | | 5,0 |

20.10 12. Which of the following components of risk management are effective in your organization? - Continuous review / feedback / reports on risk management strategies and performance



| Alternatives | Percent | Value |
|------------------|---------|-------|
| 1 Ineffective 1 | 0,0 % | 0 |
| 2 2 | 13,3 % | 2 |
| 3 3 | 13,3 % | 2 |
| 4 4 | 26,7 % | 4 |
| 5 5 | 26,7 % | 4 |
| 6 Effective 6 | 20,0 % | 3 |
| 7 Not in place 7 | 0,0 % | 0 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,27 |
| Standard Deviation | | 1,29 |
| Median | | 4,0 |

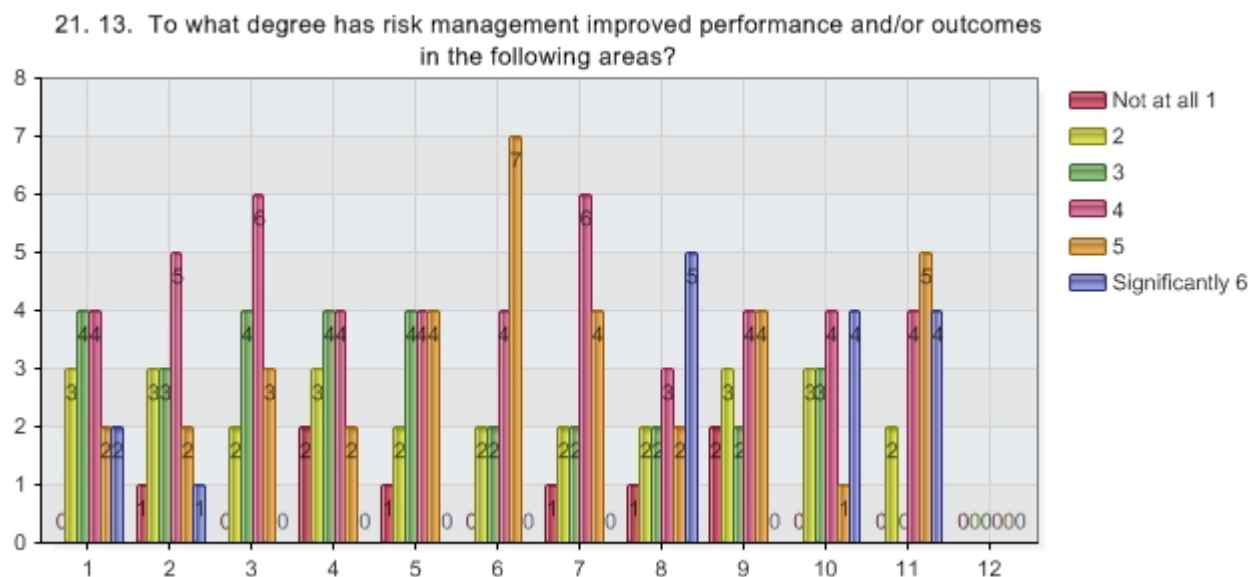
20.11 12. Which of the following components of risk management are effective in your organization? - Resourcing (in terms of people, time and money) of risk management processes and strategies



| Alternatives | Percent | Value |
|------------------|---------|-------|
| 1 Ineffective 1 | 0,0 % | 0 |
| 2 2 | 13,3 % | 2 |
| 3 3 | 20,0 % | 3 |
| 4 4 | 33,3 % | 5 |
| 5 5 | 33,3 % | 5 |
| 6 Effective 6 | 0,0 % | 0 |
| 7 Not in place 7 | 0,0 % | 0 |
| Total | | 15 |

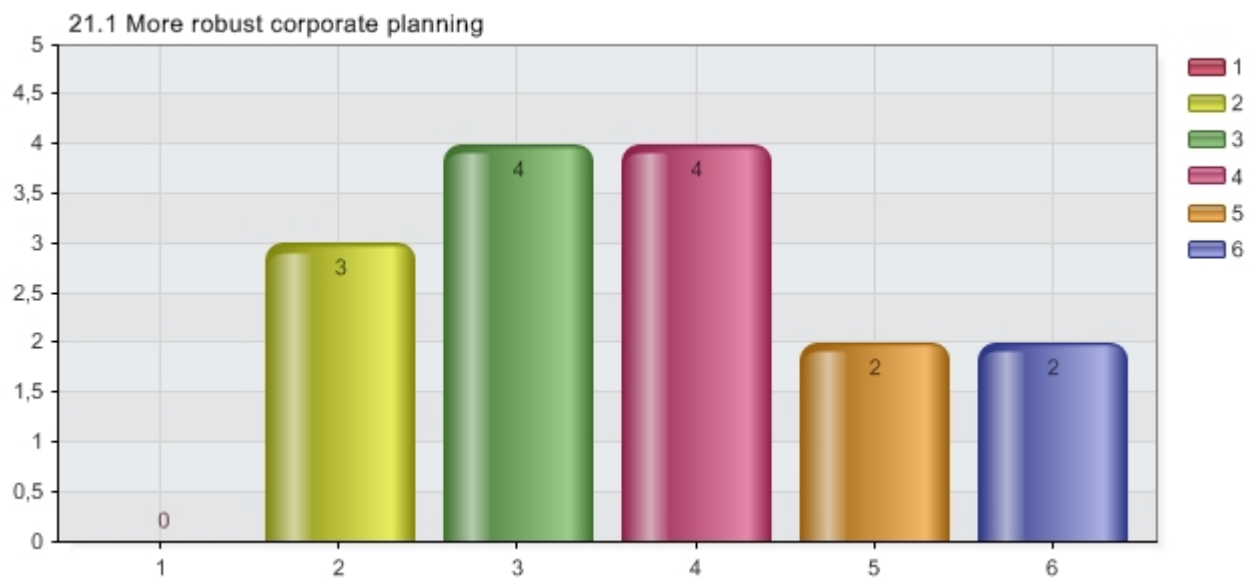
| | | |
|--------------------|--|------|
| Mean | | 3,87 |
| Standard Deviation | | 1,02 |
| Median | | 4,0 |

21. 13. To what degree has risk management improved performance and/or outcomes in the following areas?



| Alternatives | N | Mean | Standard Deviation | Median |
|---|----|------|--------------------|--------|
| 1 More robust corporate planning | 15 | 3,73 | 1,29 | 4,0 |
| 2 Achievement of objectives | 15 | 3,47 | 1,31 | 4,0 |
| 3 Quality of service delivery | 15 | 3,67 | 0,94 | 4,0 |
| 4 Resource allocation and utilization | 15 | 3,07 | 1,24 | 3,0 |
| 5 Information systems | 15 | 3,53 | 1,20 | 4,0 |
| 6 Management reporting | 15 | 4,07 | 1,06 | 4,0 |
| 7 Communication in the organization | 15 | 3,67 | 1,19 | 4,0 |
| 8 Reputation management | 15 | 4,20 | 1,64 | 4,0 |
| 9 Increased recognition and uptake of opportunities | 15 | 3,33 | 1,40 | 4,0 |
| 10 Project management | 15 | 4,00 | 1,46 | 4,0 |
| 11 Accountability requirements | 15 | 4,60 | 1,25 | 5,0 |
| 12 Other (please specify below) | 0 | | | |

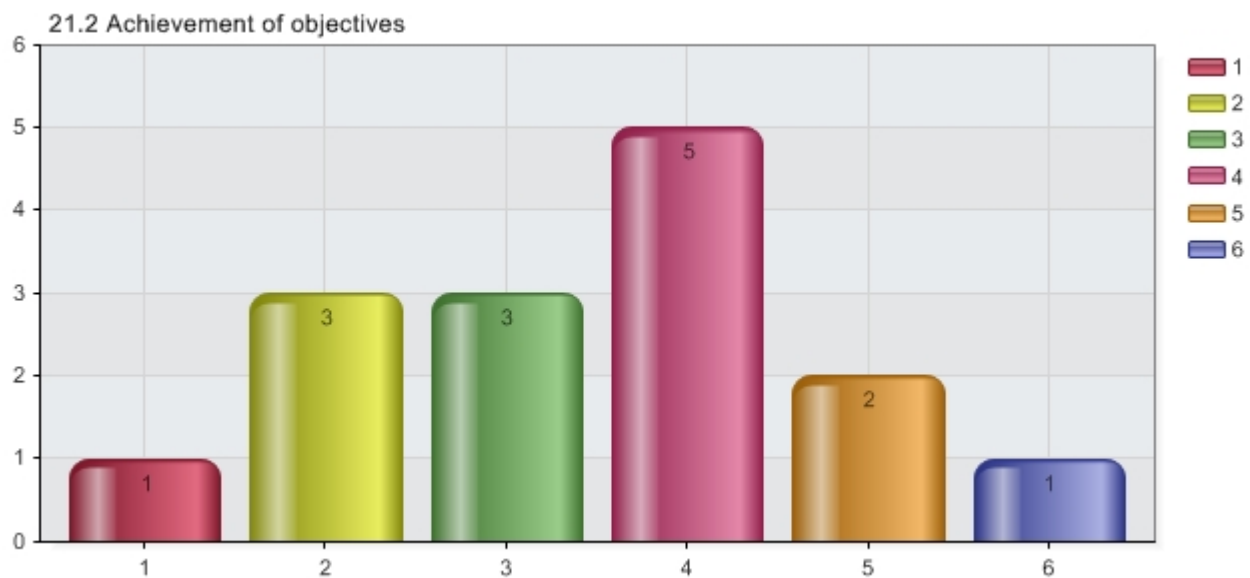
21.1 13. To what degree has risk management improved performance and/or outcomes in the following areas? - More robust corporate planning



| Alternatives | Percent | Value |
|-------------------|---------|-------|
| 1 Not at all 1 | 0,0 % | 0 |
| 2 2 | 20,0 % | 3 |
| 3 3 | 26,7 % | 4 |
| 4 4 | 26,7 % | 4 |
| 5 5 | 13,3 % | 2 |
| 6 Significantly 6 | 13,3 % | 2 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,73 |
| Standard Deviation | | 1,29 |
| Median | | 4,0 |

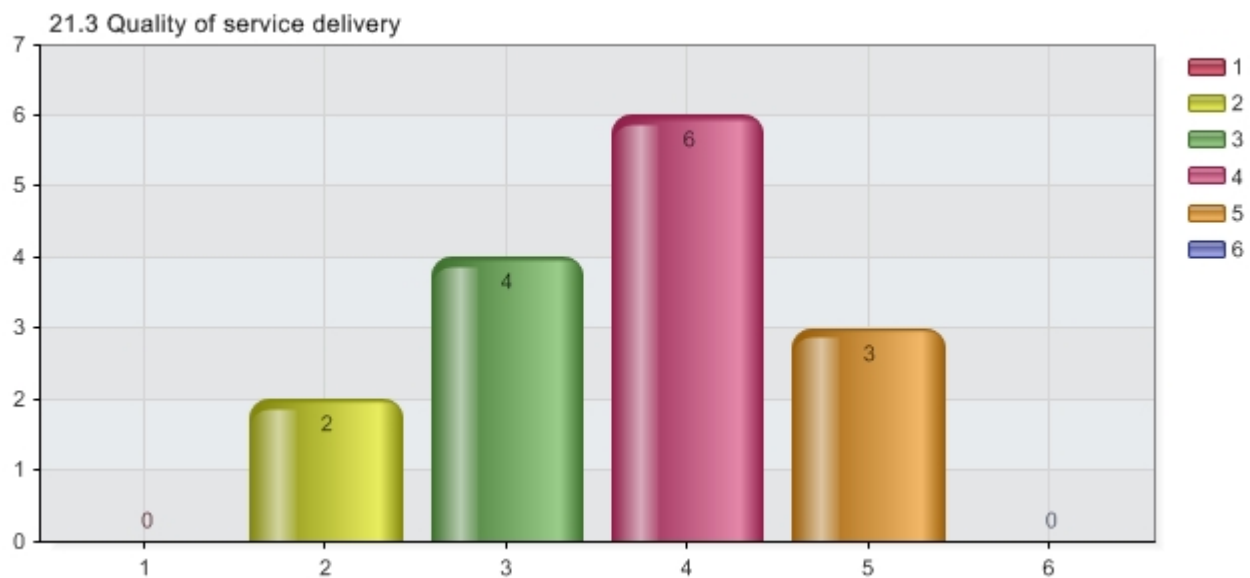
21.2 13. To what degree has risk management improved performance and/or outcomes in the following areas? - Achievement of objectives



| Alternatives | Percent | Value |
|-------------------|---------|-------|
| 1 Not at all 1 | 6,7 % | 1 |
| 2 2 | 20,0 % | 3 |
| 3 3 | 20,0 % | 3 |
| 4 4 | 33,3 % | 5 |
| 5 5 | 13,3 % | 2 |
| 6 Significantly 6 | 6,7 % | 1 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,47 |
| Standard Deviation | | 1,31 |
| Median | | 4,0 |

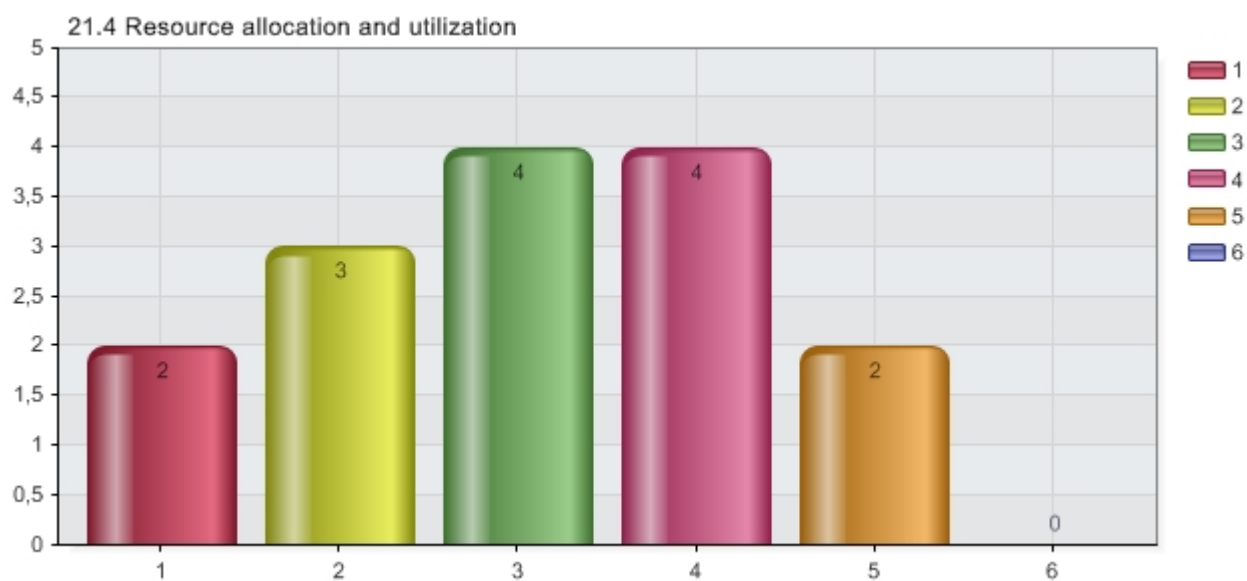
21.3 13. To what degree has risk management improved performance and/or outcomes in the following areas? - Quality of service delivery



| Alternatives | Percent | Value |
|-------------------|---------|-------|
| 1 Not at all 1 | 0,0 % | 0 |
| 2 2 | 13,3 % | 2 |
| 3 3 | 26,7 % | 4 |
| 4 4 | 40,0 % | 6 |
| 5 5 | 20,0 % | 3 |
| 6 Significantly 6 | 0,0 % | 0 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,67 |
| Standard Deviation | | 0,94 |
| Median | | 4,0 |

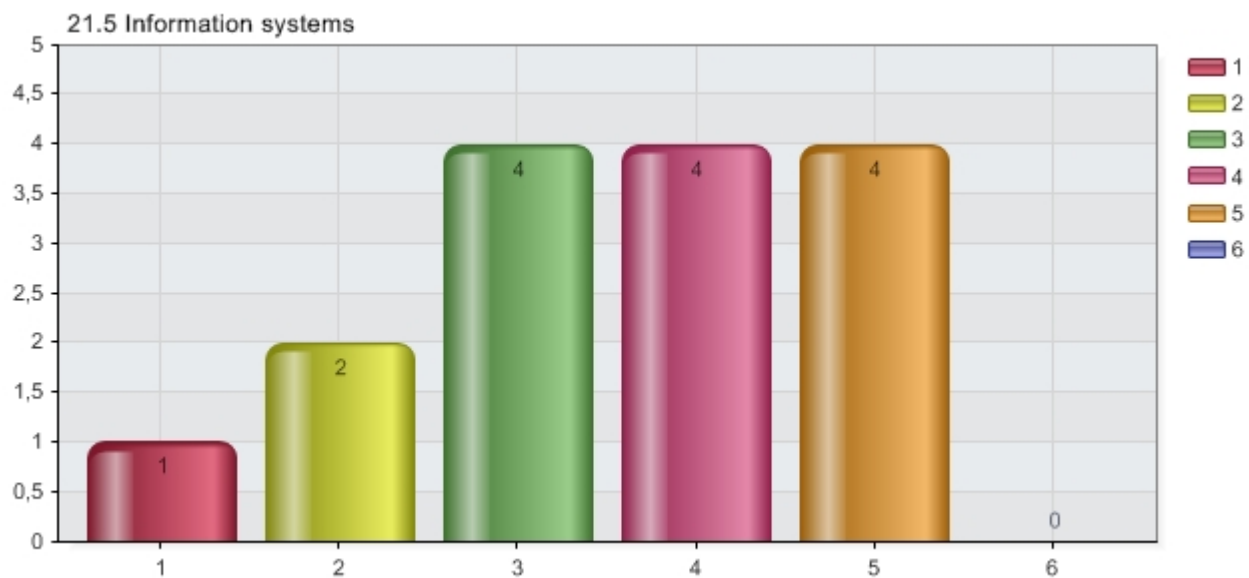
21.4 13. To what degree has risk management improved performance and/or outcomes in the following areas? - Resource allocation and utilization



| Alternatives | Percent | Value |
|-------------------|---------|-------|
| 1 Not at all 1 | 13,3 % | 2 |
| 2 2 | 20,0 % | 3 |
| 3 3 | 26,7 % | 4 |
| 4 4 | 26,7 % | 4 |
| 5 5 | 13,3 % | 2 |
| 6 Significantly 6 | 0,0 % | 0 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,07 |
| Standard Deviation | | 1,24 |
| Median | | 3,0 |

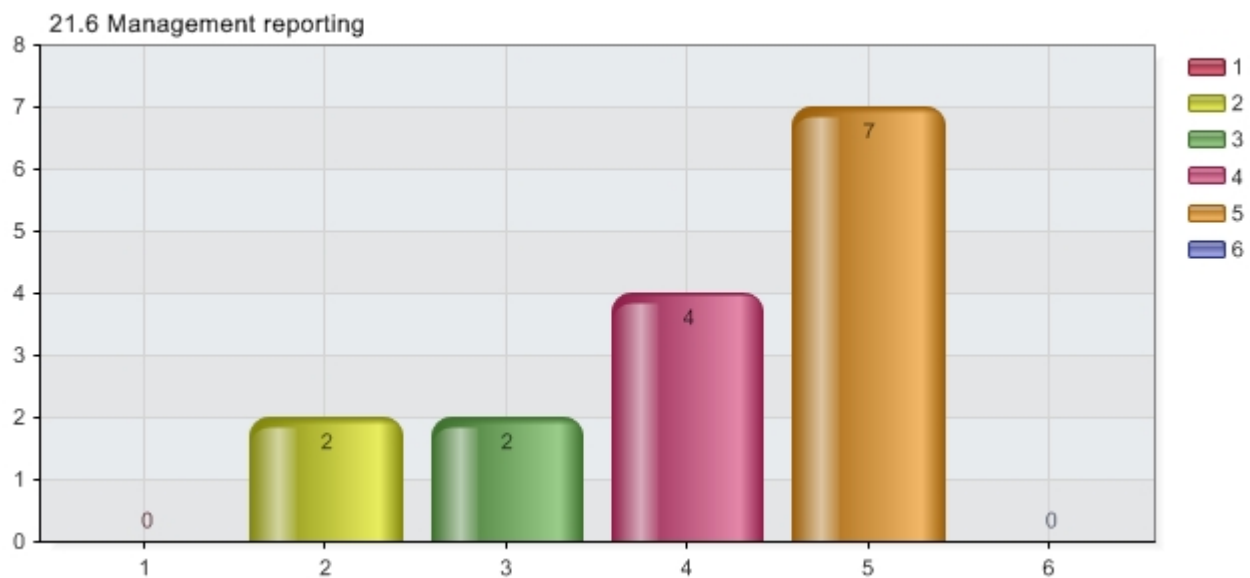
21.5 13. To what degree has risk management improved performance and/or outcomes in the following areas? - Information systems



| Alternatives | Percent | Value |
|-------------------|---------|-------|
| 1 Not at all 1 | 6,7 % | 1 |
| 2 2 | 13,3 % | 2 |
| 3 3 | 26,7 % | 4 |
| 4 4 | 26,7 % | 4 |
| 5 5 | 26,7 % | 4 |
| 6 Significantly 6 | 0,0 % | 0 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,53 |
| Standard Deviation | | 1,20 |
| Median | | 4,0 |

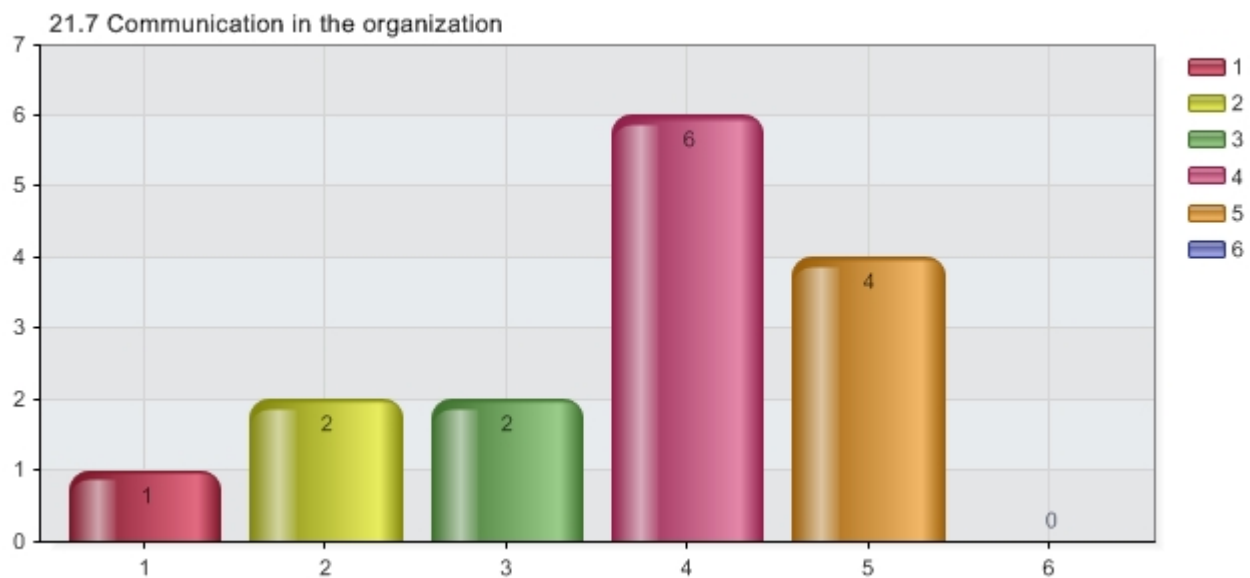
21.6 13. To what degree has risk management improved performance and/or outcomes in the following areas? - Management reporting



| Alternatives | Percent | Value |
|-------------------|---------|-------|
| 1 Not at all 1 | 0,0 % | 0 |
| 2 2 | 13,3 % | 2 |
| 3 3 | 13,3 % | 2 |
| 4 4 | 26,7 % | 4 |
| 5 5 | 46,7 % | 7 |
| 6 Significantly 6 | 0,0 % | 0 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,07 |
| Standard Deviation | | 1,06 |
| Median | | 4,0 |

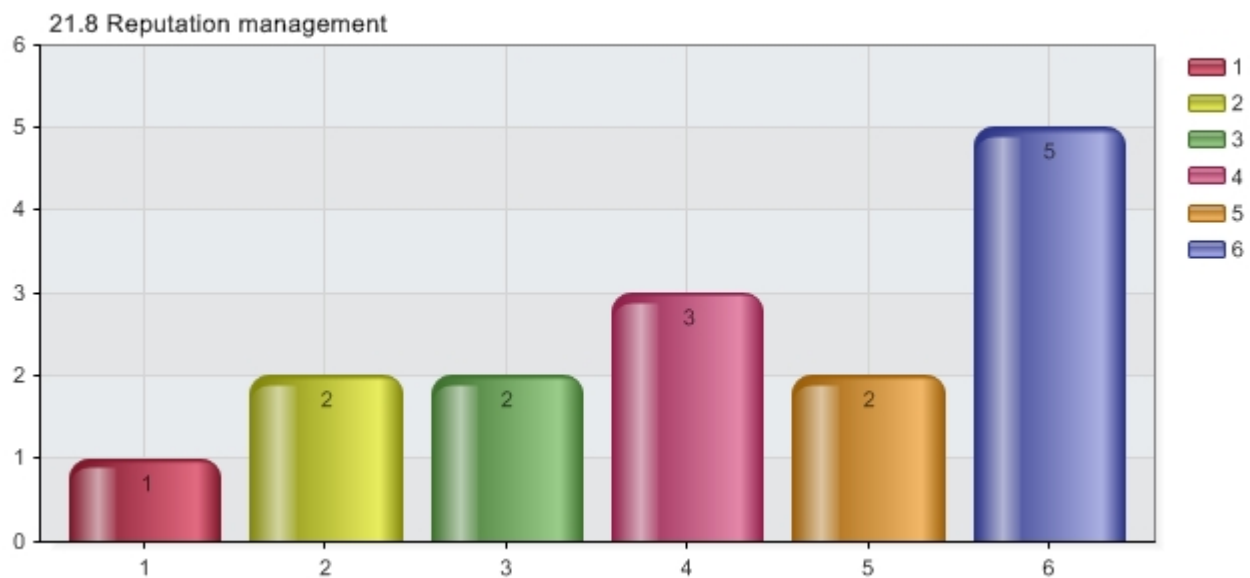
21.7 13. To what degree has risk management improved performance and/or outcomes in the following areas? - Communication in the organization



| Alternatives | Percent | Value |
|-------------------|---------|-------|
| 1 Not at all 1 | 6,7 % | 1 |
| 2 2 | 13,3 % | 2 |
| 3 3 | 13,3 % | 2 |
| 4 4 | 40,0 % | 6 |
| 5 5 | 26,7 % | 4 |
| 6 Significantly 6 | 0,0 % | 0 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,67 |
| Standard Deviation | | 1,19 |
| Median | | 4,0 |

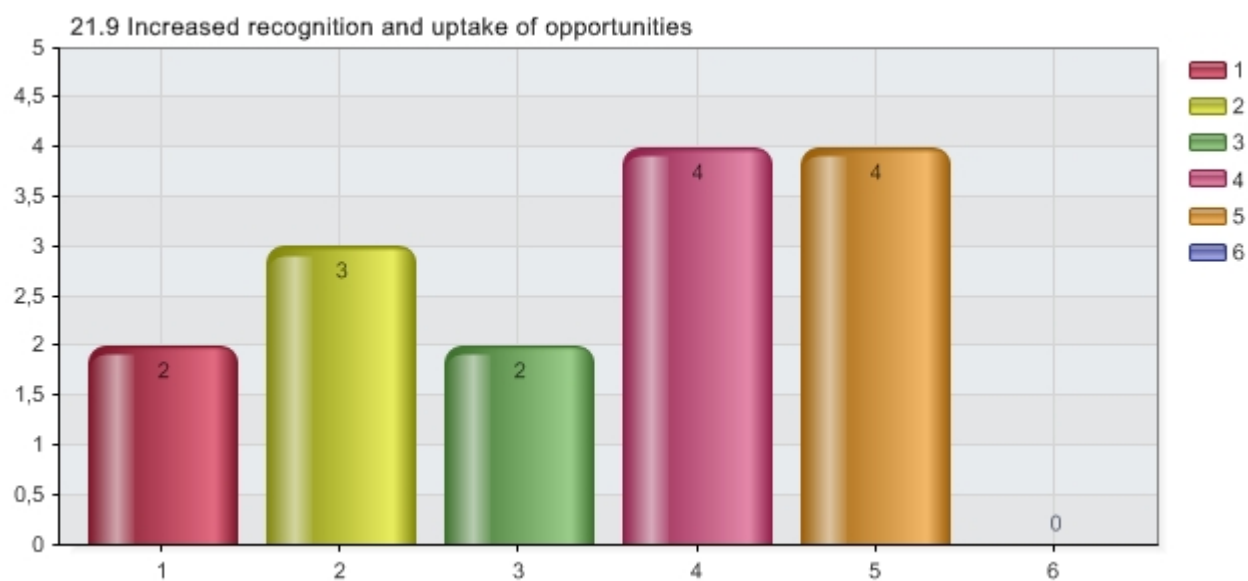
21.8 13. To what degree has risk management improved performance and/or outcomes in the following areas? - Reputation management



| Alternatives | Percent | Value |
|-------------------|---------|-------|
| 1 Not at all 1 | 6,7 % | 1 |
| 2 2 | 13,3 % | 2 |
| 3 3 | 13,3 % | 2 |
| 4 4 | 20,0 % | 3 |
| 5 5 | 13,3 % | 2 |
| 6 Significantly 6 | 33,3 % | 5 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,20 |
| Standard Deviation | | 1,64 |
| Median | | 4,0 |

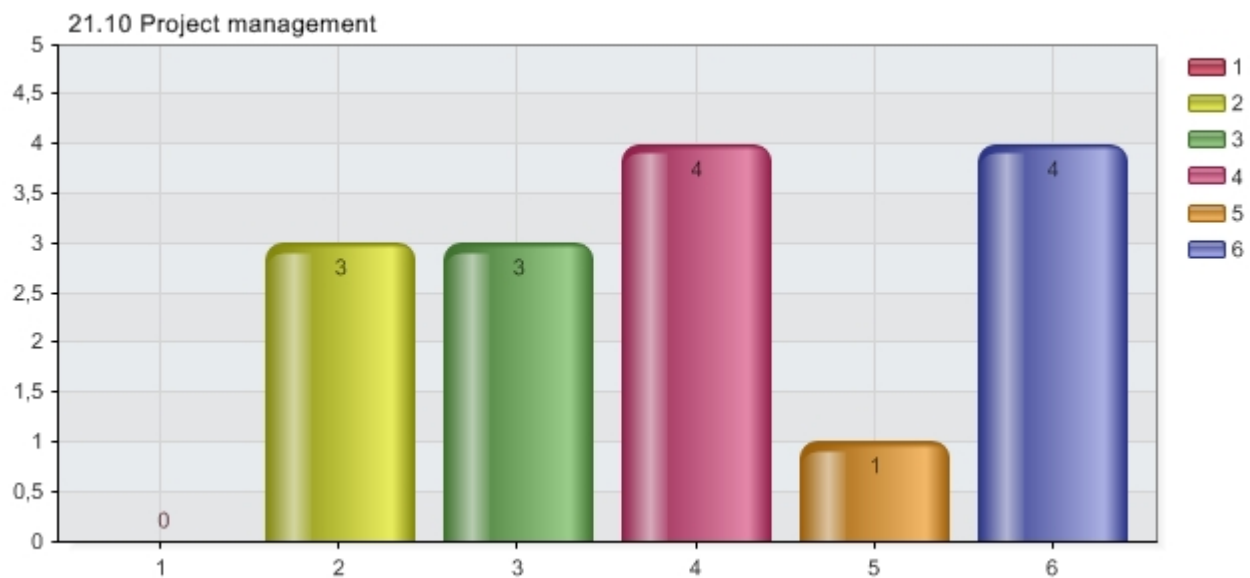
21.9 13. To what degree has risk management improved performance and/or outcomes in the following areas? - Increased recognition and uptake of opportunities



| Alternatives | Percent | Value |
|-------------------|---------|-------|
| 1 Not at all 1 | 13,3 % | 2 |
| 2 2 | 20,0 % | 3 |
| 3 3 | 13,3 % | 2 |
| 4 4 | 26,7 % | 4 |
| 5 5 | 26,7 % | 4 |
| 6 Significantly 6 | 0,0 % | 0 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,33 |
| Standard Deviation | | 1,40 |
| Median | | 4,0 |

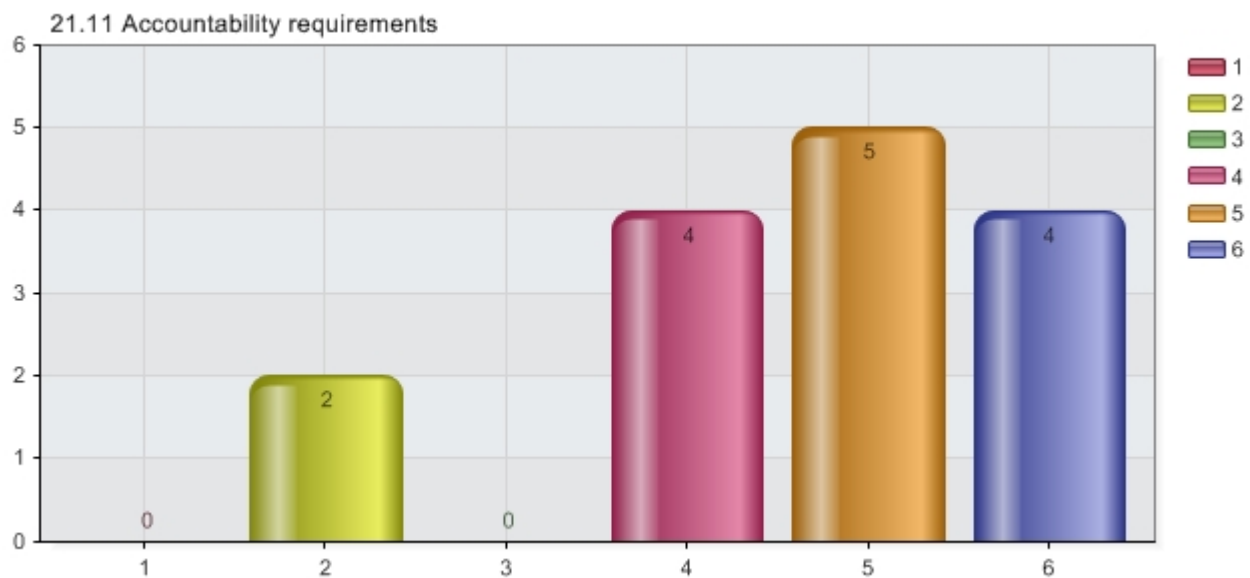
21.10 13. To what degree has risk management improved performance and/or outcomes in the following areas? - Project management



| Alternatives | Percent | Value |
|-------------------|---------|-------|
| 1 Not at all 1 | 0,0 % | 0 |
| 2 2 | 20,0 % | 3 |
| 3 3 | 20,0 % | 3 |
| 4 4 | 26,7 % | 4 |
| 5 5 | 6,7 % | 1 |
| 6 Significantly 6 | 26,7 % | 4 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,00 |
| Standard Deviation | | 1,46 |
| Median | | 4,0 |

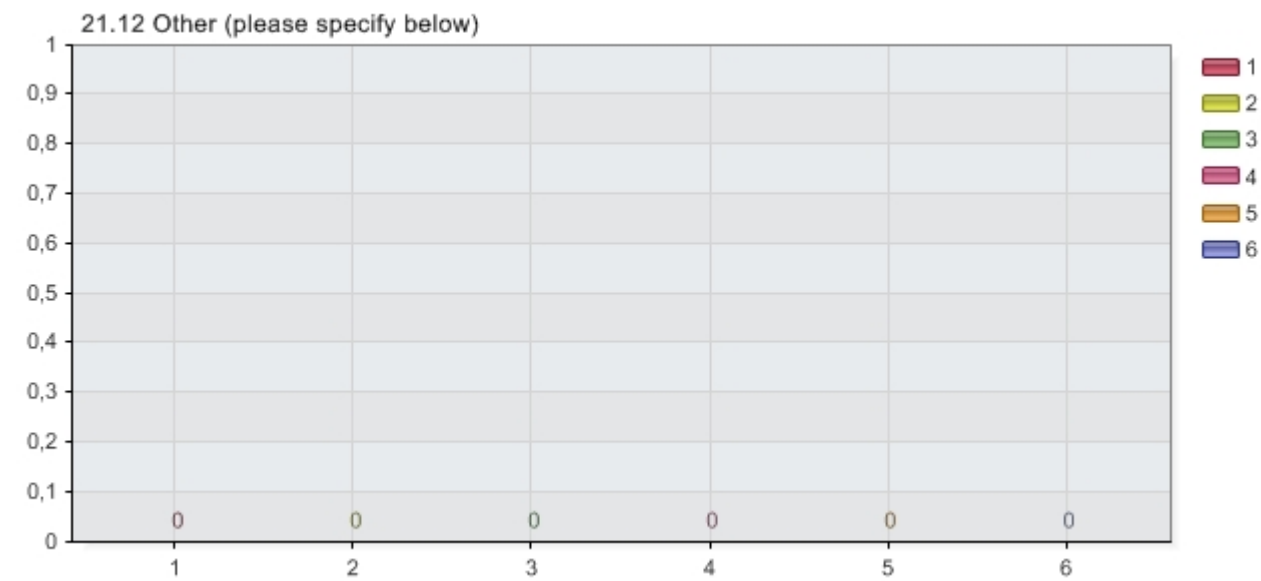
21.11 13. To what degree has risk management improved performance and/or outcomes in the following areas? - Accountability requirements



| Alternatives | Percent | Value |
|-------------------|---------|-------|
| 1 Not at all 1 | 0,0 % | 0 |
| 2 2 | 13,3 % | 2 |
| 3 3 | 0,0 % | 0 |
| 4 4 | 26,7 % | 4 |
| 5 5 | 33,3 % | 5 |
| 6 Significantly 6 | 26,7 % | 4 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 4,60 |
| Standard Deviation | | 1,25 |
| Median | | 5,0 |

21.12 13. To what degree has risk management improved performance and/or outcomes in the following areas? - Other (please specify below)



| Alternatives | Percent | Value |
|-------------------|---------|-------|
| 1 Not at all 1 | 0,0 % | 0 |
| 2 2 | 0,0 % | 0 |
| 3 3 | 0,0 % | 0 |
| 4 4 | 0,0 % | 0 |
| 5 5 | 0,0 % | 0 |
| 6 Significantly 6 | 0,0 % | 0 |
| Total | | 0 |

| | | |
|--------------------|--|--|
| Mean | | |
| Standard Deviation | | |
| Median | | |

22. Other

| | |
|----------|--------|
| Reply 1 | Other: |
| Reply 2 | Other: |
| Reply 3 | Other: |
| Reply 4 | Other: |
| Reply 5 | Other: |
| Reply 6 | Other: |
| Reply 7 | Other: |
| Reply 8 | Other: |
| Reply 9 | Other: |
| Reply 10 | Other: |
| Reply 11 | Other: |
| Reply 12 | Other: |
| Reply 13 | Other: |
| Reply 14 | Other: |
| Reply 15 | Other: |
| Reply 16 | Other: |
| Reply 17 | Other: |

23. 14 a. In developing risk management planning, to what extent does your organization work with or have regard to other research organizations?



| Alternatives | Percent | Value |
|-------------------|---------|-------|
| 1 Not at all 1 | 13,3 % | 2 |
| 2 2 | 20,0 % | 3 |
| 3 3 | 26,7 % | 4 |
| 4 4 | 6,7 % | 1 |
| 5 5 | 26,7 % | 4 |
| 6 Significantly 6 | 6,7 % | 1 |
| Total | | 15 |

| | | |
|--------------------|--|------|
| Mean | | 3,33 |
| Standard Deviation | | 1,53 |
| Median | | 3,0 |

24. 14 b. What has been the most positive outcome of this information exchange? (Please specify below)

- | | |
|---------|--|
| Reply 1 | Allows "NN" to review and compare its policies and processes in this area to other organizations and amend/improve where deemed necessary. |
| Reply 2 | There is a risk forum that exchanges information between the seven UK Research Councils about risk processes, but the specific details of risks are not shared. |
| Reply 3 | Exchange of specific approaches, to enable re-use. |
| Reply 4 | For us, an affirmation of our program implementation -- that it's appropriate/leading edge. |
| Reply 5 | More recognition at the line staff level and more recognition of compliance needs. |
| Reply 6 | Given that the agencies we communicate with are all governed by the same Corporate Governance standards, it ensures that no agency is having to "reinvent the wheel" when implementing something new. Also sharing information ensures a consistency of approach amongst agencies. |
| Reply 7 | I look forward to seeing the commonalities in challenges, issues, approaches and what opportunities there may be in learning more from other organizations' best practices to improve our own. |
| Reply 8 | standardisation of elements of the approach and cost sharing |

25. 15. Please state your 3 most critical risks:

- | | |
|----------|---|
| Reply 1 | 1. Funding for science changes following the next election in the UK. 2. Effectiveness of financial management. 3. Introduction of a Shared Services Centre. |
| Reply 2 | i) Staff become unavailable (for whatever reason): causes difficulty in delivering contracted activities, and in winning funds for new activities, hence in retaining and improving standing. ii) Reduction in available funding, in particular from the public purse. iii) Core infrastructure fails, e.g. system and comms failure. |
| Reply 3 | (1) New recipient organizations with limited infrastructure and no experience with use of Federal funds (2) Large, complex agreements (like construction projects) (3) Agency (research council) infrastructure & resources to address risk management |
| Reply 4 | 1. erroneous proposal selection 2. poor scientific results 3. fraud/major irregularity |
| Reply 5 | Loss/reduction of funding Reputational damage through Research Council or its funded scientists actions Loss of business systems |
| Reply 6 | research international travel for students and faculty financial accountability |
| Reply 7 | Scientific Fraud Absence of Auditing Committee Purchase of Advanced Scientific Equipment |
| Reply 8 | 1. Continued funding at an appropriate level by Government. 2. Uncertainty regarding staff contracts. 3. Inadequate IT systems. |
| Reply 9 | A few of our most critical risks: - attraction and retention of high quality personnel - financial pressures - leadership development and succession planning |
| Reply 10 | Future funding Management information Reputation |
| Reply 11 | 1. Safety & Environmental performance 2. Implementation of major infrastructure projects 3. Stakeholder management |
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26. 16. Other comments – in general:

Reply 1

UK Government requires all bodies to have effective risk management in place.

Without it we would not have our accounts approved.

It is now some 6/7 years since we started implementing risk management. It has not been easy - in particular cascading it throughout the organisation is still an on-going problem

Reply 2

I think sharing of information between different countries is desirable and beneficial

Reply 3

It is worthwhile to raise greater awareness of the most significant challenges to successful implementation of risk management within a scientific organization. A large part of managing science is about understanding and managing risk - to be able to accept and take risk in a responsible manner. There is always the risk of not taking risk - which is even more detrimental to a scientific organization.

I look forward to seeing the results!